



FY 2011

Strategic Plan Bi-Annual Progress Report

www.DurhamNC.gov/StrategicPlan

Introduction

Letter from the City Manager

Dear City Residents,

Durham's Got It!, the City's Strategic Plan, is a roadmap to set direction for the future, guide decision making and resource allocation, enabling Durham to be the leader in providing an excellent and sustainable quality of life. The plan identifies five goals, adopted by City Council, to advance over the next three years.



The Citizens Bi-Annual Progress Report, published two times per year, will highlight progress made on the citywide measures associated with the five City Council goals. The Performance Management System dashboard (www.durhamnc.gov/strategicplan/goals), a website that complements the Citizens Bi-Annual Progress Report, will allow citizens to monitor the progress made on the various measures, confirm that targets are being met, review analysis, and verify data sources. It provides a "snapshot" of performance to our citizens.

I wish to thank the City Council for the support and direction they have provided during this process. It is their strength in leadership and vision that allows the City to excel in providing for the needs of our community today and in the future.

Sincerely,

A handwritten signature in blue ink that reads "Thomas J. Bonfield". The signature is fluid and cursive, with the first name being more prominent.

Thomas J. Bonfield
City Manager

About Durham

The City of Durham has operated under the Council-Manager form of government since 1921. The Durham City Council is comprised of seven members: the Mayor, three members from specific wards, and three at-large members. The terms for City Council seats are staggered. Nonpartisan elections are held every two years. The City covers about 106 square miles and serves a population approaching 223,000. Durham is a community that embraces its diversity. It is proud to be the home of Duke University, North Carolina Central University, and the Research Triangle Park.

Organization Profile

City Budget, Fiscal Year 2011-12.....	\$362.5 million
General Fund Budget, Fiscal Year 2011-12.....	\$182.8 million
Full-Time Employees.....	2,384
Departments	25
Bond Rating	AAA

The Mission

To provide quality services to make Durham a great place to live, work, and play.

The Vision

Durham is the leading city in providing an excellent and sustainable quality of life.

Community Partnerships

Goal	Partnerships
1. Strong and Diverse Economy	<ul style="list-style-type: none"> • Duke University • Duke University Healthcare System • Downtown Durham, Inc. • Durham Technical Community College • NC Employment Security Commission • Small Business Advisory Committee • Durham Workforce Development Board • Durham Housing Authority • North Carolina Central University • Greater Durham Chamber of Commerce • NC Employment Security Commission • Durham County • Durham Convention and Visitors' Bureau • Durham Public Schools • Durham Literacy Center • PACs/Inter-Neighborhood Council
2. Safe and Secure Community	<ul style="list-style-type: none"> • PACs/Inter-Neighborhood Council • Media • Crime Stoppers • NC Child Response Initiative • BECOMING • Juvenile Crime Prevention Council • District Attorney's Office • Durham County Sherriff's Office • State Bureau of Investigation • Federal Bureau of Investigation • US Immigration and Customs Enforcement • Bureau of Alcohol Tobacco and Firearms • Drug Enforcement Agency • Division of Alcohol Law Enforcement • US Marshall's Office • Probation and Parole
3. Thriving Livable Neighborhoods	<ul style="list-style-type: none"> • DATA • Triangle Transit • Duke University • North Carolina Central University • NC State University • Durham County • PACs/INC • Neighborhood Associations • Clean Energy Durham • Habitat for Humanity • Durham Housing Authority

4. Well Managed City	<ul style="list-style-type: none">• Blue Cross Blue Shield• Citizens• PACs/INC
5. Stewardship of City's Physical Assets	<ul style="list-style-type: none">• Development Community• Utility Service Providers• Citizens

Glossary of Terms

1. **Adopted**- To accept an official plan, annual Budget, resolution, etc.
2. **Analysis**- The examination and evaluation of relevant information to select the best course of action
3. **Data Source**- Origin of information
4. **FY**- Fiscal Year (July 1 to June 30)
5. **Goal**- Broad statements of what the City expects to achieve
6. **Improvement Plan**- The steps taken to make progress toward a target
7. **Initiative**-Specific programs, strategies, and activities that will help you meet your performance targets.
8. **Intermediate Measure**- Meaningful indicators that assess progress toward the accomplishment of your goals and measures
9. **Legend**- A concise way to describe or explain information (e.g. a data series, a status, an activity trend)
10. **Level of Influence**: At what level the City can impact a goal, objective, measure or initiative.
11. **Mean**- Average of the group, more sensitive to extreme high and low values especially with a small data sample
12. **Median**- Middle of the group, less sensitive to extreme high and low values
13. **Objective**- Specific measurable statements of what will be done to achieve goals within a specific timeframe.
14. **Outcome Measure**- Purpose, direction, or priorities of plan that can be measured.
15. **PC**- Per Capita
16. **Target**- Overall level of performance satisfaction within a reporting period
17. **Trend**- The direction in which something is moving.
18. **Why it Matters**- Why a specific outcome measure, objective, or intermediate measure is important to the community

Frequently Asked Questions (FAQs) - Performance Management System

What is a Performance Management System (dashboard)?

- Highlights progress made on citywide measures and initiatives
- Identifies positive and negative trends
- Provides a “snapshot” of performance to the community

What data will be displayed?

- Data that corresponds to each of the City’s five goals:
 1. Strong and Diverse Economy
 2. Safe and Secure Community
 3. Thriving Livable Neighborhoods
 4. Well Managed City
 5. Stewardship of City’s Physical Assets

How will the data be displayed?

- The data will be displayed using graphs, charts, and targets along with narrative information

How often will the data be updated?

- The data will be updated monthly, quarterly and annually and published to the citizens two times per year (July & December)

What is a Bi-Annual Progress Report?

- An interactive PDF (published document) of the Strategic Plan
- Highlights progress made on the intermediate and outcome measures associated with the five City Goals for a specific time period

If you have a question concerning the overall site or specific data who should I contact?

- Please send an e-mail to StrategicPlan@durhamnc.gov for a prompt response to your question



Durham's Got It!, the City's Strategic Plan, is a roadmap to set direction for the future, guide decision making and resource allocation, enabling Durham to be the leader in providing an excellent and sustainable quality of life.

This plan identifies five goals, adopted by City Council, to advance over the next three years. To learn more about how we are measuring our progress in each of these goals, simply click on one of the indicators to go directly to that goal, its objectives, and its progress to date.

For additional information about the Strategic Plan, visit www.DurhamNC.gov/StrategicPlan or e-mail StrategicPlan@DurhamNC.gov.

Strategic Plan Goals



**Strong & Diverse
Economy**



**Safe & Secure
Community**



**Thriving, Livable
Neighborhoods**



**Well-Managed
City**



**Stewardship of
City's Physical
Assets**

Goal 1: A Strong and Diverse Economy

Outcome Measures	<ul style="list-style-type: none"> ▶ Mean Salary (Durham Resident)* ▶ Median Salary (Durham Resident)* ▶ Percent Growth in Tax Base* 	<ul style="list-style-type: none"> ◆ Employment Growth ● Poverty Rate ◆ Percent of Jobs in Various Sectors
Objectives and Intermediate Measures	<p>Objective:</p> <p>▶ Target Business/Industry Recruitment Efforts</p> <ul style="list-style-type: none"> ◆ Number and Value of Building Permits ◆ Net Gain in Jobs <p>Objective:</p> <p>▶ Ensure Well Trained, Qualified Community Workforce</p> <ul style="list-style-type: none"> ● Number of Students Graduated from Local Jobs Training Programs ▶ High School Graduation Rate — Percent of the Community With a Post-Secondary Credential — Adult Literacy <p>Objective:</p> <p>◆ Create a Favorable Development Climate</p> <ul style="list-style-type: none"> ◆ Ratio of Commercial/Industrial/Residential Tax Base <p>Objective:</p> <p>◆ Encourage Retention and Expansion of Current Businesses</p> <ul style="list-style-type: none"> ◆ Number of Businesses Relocating Into and Out of Durham <p>Objective:</p> <p>— Leverage Local and Regional Workforce Development Partnerships</p> <ul style="list-style-type: none"> — Resource Development 	
Initiatives and Tasks	<ul style="list-style-type: none"> — Identify Specific Target Industries to Actively Recruit, Incentivize and Retain (i.e., Green or Biotech Industries) — Evaluate the Effectiveness of Existing Incentive Policies and Programs (Financial, Workforce Development and Infrastructure Based) that are Focused on Business Development — Assess Existing Programs Supportive of Small Business/Start Ups to Determine Most Responsive Programs/Gaps that Need to be Addressed — Expand Mayor's Summer Youth Works Program — Identify and Implement Further Development Review Process Improvements (Include Regulatory Issues) — Conduct an Annexation Study in Order to Promote a Strong and Diverse Economy 	

Goal 2: Safe and Secure Community

Outcome Measures	 Part 1 Property Crimes Per 100,000 Residents  Part 1 Violent Crimes Per 100,000 Residents	 Crime Clearance Rates  Percent of Emergency Response Times within Set Standards
Objectives and Intermediate Measures	<p>Objective:</p> <p> Reduce Occurrence and Severity of Crime, Fire, and Hazards</p> <ul style="list-style-type: none"> — Homicides, Property Crimes and Violent Crime Rates/Incident and Clearance Rates  Percent of Priority 1 (Emergency Calls) Meeting Response/Time Standards <p>Objective:</p> <p> Increase Visibility and Accessibility of Emergency Response</p> <ul style="list-style-type: none">  Vacancy Rate of Specific Funded Positions. 	
Initiatives and Tasks	<ul style="list-style-type: none">  Improve Officer Safety and Response Time to Priority 1 Calls, by Using Automatic Vehicle Locator (AVL) in Marked Patrol Cars — Inventory and Analyze Existing Public Safety Programs for Results — Target Specific Public Safety Problem Areas Through Inter-Agency Collaboration to Achieve Positive Outcomes (Gang Reduction Plan) — Create Centralized Repository for Digital Evidence — Reduce Radio Traffic on Primary Dispatch Channels — Enhance the City's Public Safety Image Through Effective Communication that Informs Citizens 	

Goal 3: Thriving & Livable Neighborhoods

Outcome Measures	<ul style="list-style-type: none"> ◆ Resident Perception of Overall Quality of Neighborhoods ● Amount and Quality of Data on Community Health Available at the Neighborhood Level (i.e., Neighborhood Vitality Index - NVI) ▶ Access to Affordable, Safe, and Healthy Housing 	<ul style="list-style-type: none"> ● Availability and Quality of Transit, Pedestrian, and Bicycle Facilities and Services ● Access to Open Space and Recreational Opportunities ▶ Sustainability
Objectives and Intermediate Measures	<p>Objective:</p> <p>▶ Increase Voluntary Code Compliance</p> <ul style="list-style-type: none"> ▶ Number of Boarded up Houses in Low and Moderate Income Neighborhoods <p>Objective:</p> <p>▶ Revitalize Neighborhoods and Encourage Neighborhood Pride</p> <ul style="list-style-type: none"> ▬ Percent of Vacant Lots within Neighborhoods that are Redeveloped ▶ Percent of Owner Occupied Property ● Cleanliness Index <p>Objective:</p> <p>● Increase Transportation Choices and Local and Regional Connectivity</p> <ul style="list-style-type: none"> ▬ Percent of Population within ¼ Mile of Public Transportation ● Public Transportation Ridership ▬ Miles of Bicycle Lanes ▬ Miles of Paved Trails ▬ Ratio of Sidewalk Miles to Street Miles <p>Objective:</p> <p>▶ Increase Access to Affordable, Safe, and Healthy Housing</p> <ul style="list-style-type: none"> ▬ Number of Households Represented by a Homeowners Association or Neighborhood Association ● Number of Homeless Persons from Point in Time Count ▬ Percent of Low-to-Moderate Income Residents Paying No More Than 30% of Income for Housing <p>Objective:</p> <p>▶ Increase Sustainability Through the Wise Use of Limited Resources</p> <ul style="list-style-type: none"> ◆ Neighborhood Energy Retrofit Program ● Decrease in Greenhouse Gas Emissions Pounds Per Capita ▶ Percent of Solid Waste Diverted to Recycling 	
	<ul style="list-style-type: none"> ▬ Improve and Preserve Housing for All Durham Residents ▬ Establish a Partnership Targeted at Revitalizing Deteriorating Communities in Close Proximity to Employment Centers, Universities, and Medical Facilities 	

**Initiatives and
Tasks**

- Develop a Regional Plan for Transit, Including but Not Limited to Integration of Light Rail, Commuter Rail, High Speed Rail, and Bus
- Evaluate Effectiveness of "Fare Free" Transit (Bull City Connector)
- Improve the Visibility of Alternative Modes of Transportation by Continuing to Implement Adopted Plans, Including the DurhamWalks! Pedestrian Plan, the Durham Comprehensive Bicycle Transportation Plan, and the Durham Trails and Greenways Master Plan
- Improve Pedestrian Safety by Working with the UNC Highway Safety Center on a Four-Year Project Focused on Pedestrian Safety Education and Enforcement in Durham, as Funded by the National Highway Traffic Safety Administration (NHTSA)
- Coordinate Existing Neighborhood Development Plans
- ◆ Increase the Efficiency of Durham Transit and Triangle Transit through Centralized Management, Planning, and Marketing
- Develop a Neighborhood Vitality Index (NVI) Model
- Develop a Long-Term Plan to Reduce Homelessness
- Increase Education Efforts on Reducing Energy Use
- Provide Incentives for Property Owners and Landlords to Increase Energy Efficiency of Homes and Businesses
- Increase recycling and waste stream diversion

Goal 4: Well-Managed City

Outcome Measures	<ul style="list-style-type: none"> ◆ Bond Rating ◆ Customer Satisfaction Rating ● Employee Satisfaction Rating 	<ul style="list-style-type: none"> ◆ Per Capita Tax Burden — Fiscal Wellness
Objectives and Intermediate Measures	<p>Objective:</p> <ul style="list-style-type: none"> — Engage Community <ul style="list-style-type: none"> — Citizen Satisfaction Survey <p>Objective:</p> <ul style="list-style-type: none"> — Provide Seamless Services <ul style="list-style-type: none"> — Response/Resolution Time for Resident Complaints and Requests for Services <p>Objective:</p> <ul style="list-style-type: none"> — Promote Strong Financial Management <ul style="list-style-type: none"> — Quarterly Financial Report results — Percent of Fees Collected — Number of Significant Material Findings in Internal and External Audits — Percent of Revenue from Property Tax, Sales Tax, and State Fees for Service <p>Objective:</p> <ul style="list-style-type: none"> — Align Resources with City Priorities <ul style="list-style-type: none"> — Milestones Met for Strategic Plan Implementation — Percent/Number of City Departments with Strategic Plans and Performance Measures Aligned with the City's Strategic Plan <p>Objective:</p> <ul style="list-style-type: none"> ● Establish an Exceptional, Diverse, and Engaged Workforce <ul style="list-style-type: none"> ● Employee Turnover Rate ● Number of Employee Grievances, Complaints, and Number Resolved — Employee Satisfaction Rating on Biennial Employee Opinion Survey <p>Objective:</p> <ul style="list-style-type: none"> — Project a Positive Image of the City 	
	<ul style="list-style-type: none"> — Establish Criteria for Prioritizing Processes for Improvement; Develop a System for Tracking Results — Review and Update the Multi-Year Financial Plan and the CIP to Align Resources with Priorities — Identify and Prioritize CIP Needs that are Unfunded — Ensure Sustainability of the Culture of Service Initiative 	

**Initiatives and
Tasks**

- Develop the Systems, Processes, and Structures to Ensure Accountability for Strategic Plan
- ◆ Implement and create technology that supports the Strategic Plan
- Manage talent and ensure continuity of leadership through the City's HR policies and practices
- Develop and deploy a comprehensive employee wellness program
- Develop an internal and external communications strategy
- Increase the use of data and best practices to achieve operational excellence

Goal 5: Stewardship of City's Physical Assets

Outcome Measures	 Increase Percent of City Assets/Infrastructure That are Performing at or Above a Defined Standard for Each Asset Type	 Increase Resident Satisfaction with Each Asset/Infrastructure Component
Objectives and Intermediate Measures	Objective:  City-Maintained Streets in a Good or Better Condition	
	 Maintain Standard Three (3) Days for Pothole Repairs  2010 Street Repaving Bond Progress  Conduct Institute for Transportation Research and Education (ITRE) Evaluation  Standards and Adequate Funding	
	Objective:  Increase Percent of City Streets Rated in Good or Better Condition	
	Objective:  City-Owned Building Assets that are Maintained to an Industry Standard Maintenance Schedule	
Initiatives and Tasks	 Enhance Infrastructure Development Standards  Develop an Asset Management System  Create Rating Systems for Evaluation of Infrastructure Where They Do Not Already Exist  Recommend Priorities of Prospective Entryway Areas Citywide and Present to City Council for Approval (a Partnership with the Durham City-County Appearance Commission)  Identify Resources to Design the Central Durham Gateway Plan	

Why It Matters

Growth in salary relates to the economic growth of a community. More disposable income means more sales taxes and more support of local businesses, which sustains them. In addition, it is a measure of the quality of jobs and the nature of the job opportunities.

Note: This information only reflects county data because that was the data available for this time period.

Analysis

The mean or average salary for Durham County residents has steadily grown over the past four years. Based on a 2011 The Business Journals of Charlotte article, Durham had the highest average salary of any city in the South.

Data Source & Related Links

1. NC Employment Security Commission/Occupational Employment & Wages in NC (OES) (<http://eslmi23.esc.state.nc.us/oeswage/>).
2. U.S. Census American Fact Finder 2005-2009 Community Survey (http://factfinder.census.gov/home/saff/main.html?_lang=en).
3. City Data (<http://www.city-data.com/city/Durham-North-Carolina.html>).

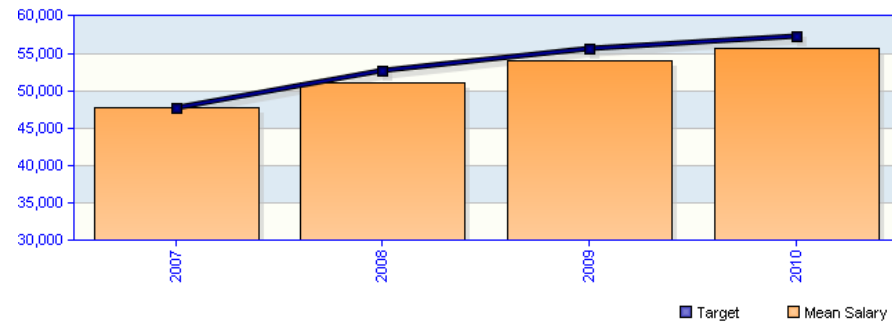
Improvement Plan

Commit resources to training programs, including those related to on-the-job training, apprenticeships and employee retention.

Objective

- ▶ Ensure Well Trained, Qualified Community Workforce
- ▬ Leverage Local and Regional Workforce Development Partnerships

Mean Salary



Why It Matters

First, growth in salary equals economic growth of a community, thus, more disposable income means more sales taxes and more support of local business, which sustains them. Second, growth in salary is a measure of the quality of jobs and the nature of the opportunity in the community. Finally, since Mean salary is greater than Median Salary, it shows that there are more individuals making more money at the top end of the spectrum than at the low end.

Note: This information only reflects county data because that was the data available for this time period.

Analysis

The salary that is in the "middle" of all of the salaries earned by Durham residents, the mean or average salary has steadily grown over the past four years.

Improvement Plan

Commit resources to training programs, including those related to on-the-job training, apprenticeships and employee retention.

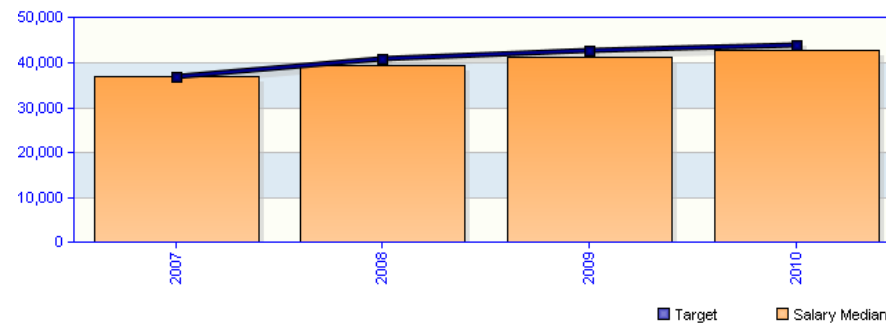
Data Source & Related Links

1. NC Employment Security Commission/Occupational Employment & Wages in NC (OES) (<http://eslmi23.esc.state.nc.us/oeswage/>).
2. City Data (<http://www.city-data.com/city/Durham-North-Carolina.html>).

Objective

-  Target Business/Industry Recruitment Efforts

Median Salary



Why It Matters

The total tax value of real estate in Durham is a measure of growth in value of residential and commercial development and is connected to how much Durham is perceived and desired as a place to live, work and play. Rising property values can mean higher taxes, but they can also mean higher profits to individuals and businesses when properties are sold.

Analysis

Revaluation done in 2008.

The suggested target does not take into account future revaluations.

Non-residential permit values in 2010 were their second highest in five years; meaning that commercial development was up and that the commercial tax base is likely to significantly grow once developments are completed. Resident permit values were down, meaning that the residential tax base may not grow as quickly.

Forecasts are projecting that 2012 will hold better prospects for residential and commercial development opportunities.

Improvement Plan

Continue to streamline interdepartmental processes and continue to find tools that help developers obtain the resources to start and complete development projects.

Objective

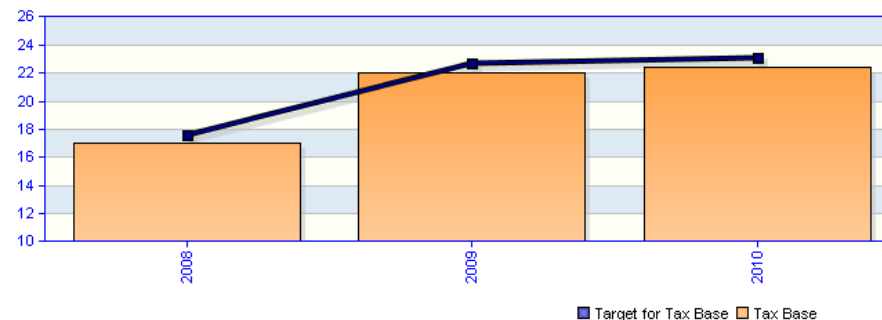
- ▶ Target Business/Industry Recruitment Efforts
- ◆ Create a Favorable Development Climate
- ◆ Encourage Retention and Expansion of Current Businesses

Data Source & Related Links

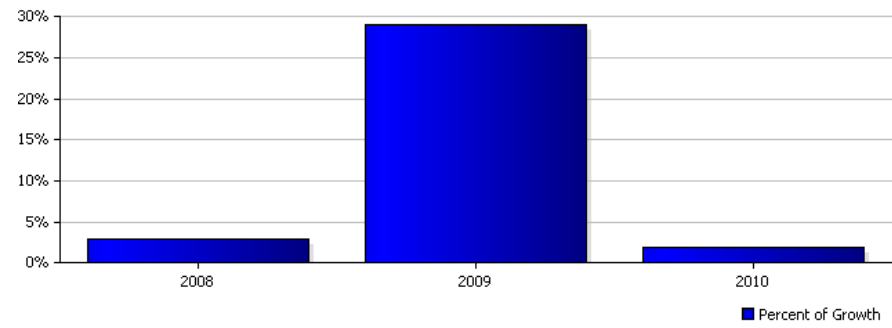
City of Durham's Budget Department (<http://www.durhamnc.gov/departments/bms/>).

City of Durham's City-County Inspections Department (<http://www.durhamnc.gov/departments/inspections/>).

Tax Base (Billions)



▶ Percent Growth in Tax Base



Why It Matters

More people employed means more income being generated, less poverty and a better quality of life for Durham residents.

Analysis

Employment growth measures the number of people employed in Durham on a monthly basis and Durham continues to have one of the State's lowest unemployment rates at 7.4% (as of March 2011). This is well below state and national averages.

Improvement Plan

Continue to find resources and commit existing resources (where available) to support businesses in ways that enable them to create and retain jobs.

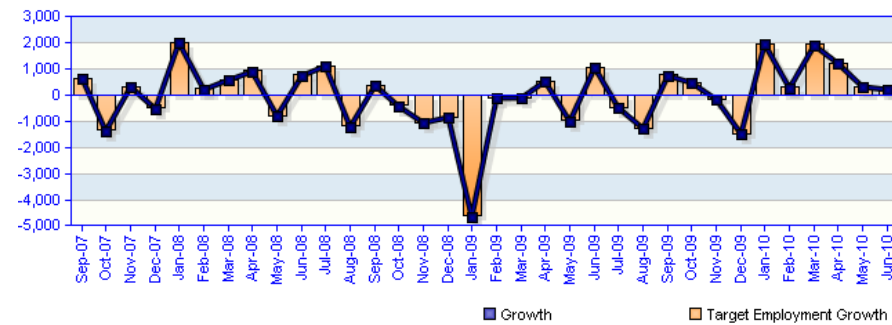
Data Source & Related Links

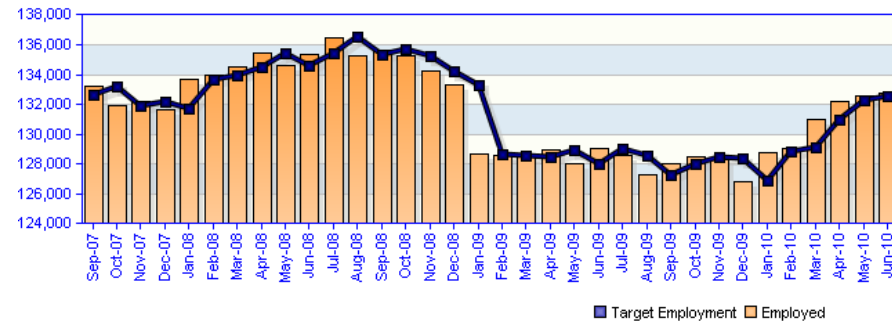
1. State of North Carolina LMI Division (<http://www.ncesc1.com/lmi/workForceStats/workForceMain.asp>).
2. City of Durham Finance Department - Business Privilege Licensing Division (http://www.durhamnc.gov/departments/finance/business_license.cfm).

Objective

- ▶ Ensure Well Trained, Qualified Community Workforce
- ◆ Create a Favorable Development Climate
- ◆ Encourage Retention and Expansion of Current Businesses
- ▬ Leverage Local and Regional Workforce Development Partnerships

Employment Growth





Why It Matters

Higher rates of poverty usually lead to higher crime rates, higher dropout rates, higher percentages of people on public assistance and higher rates of homelessness. Higher rates of poverty are a byproduct of a weak local economy as well as weaken the local economy.

Analysis

Showing the overall poverty rate for individuals and the rate for minors under the age of 18, the poverty rate for children appears to have decreased between 2005 and 2010 based upon census estimates, but may have slightly increased for the general population in Durham.

Improvement Plan

Continue to leverage local and regional workforce development partnerships to create training opportunities. Promote the availability of training programs that will lead to high paying jobs, especially programs that lead to certifications and don't require college degrees for entry.

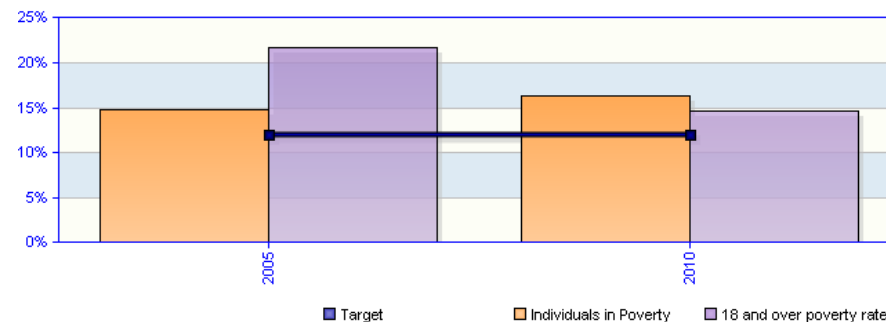
Data Source & Related Links

These are U.S. Census American FactFinder (AFF) 2005-2009 estimates (http://www.factfinder.census.gov/home/saff/main.html?_lang=en).

Objective

▶ Ensure Well Trained, Qualified Community Workforce

Poverty rate



Why It Matters

It is important to know how Durham is doing year to year in terms of the numbers of jobs and what industries the jobs are in so that advice can be provided to job seekers and public policy and resource allocation can be properly made to emphasize the industries where people are most likely to find employment.

Analysis

The chart below represents the breakdown of job levels in the six industries with the highest levels of employment in Durham in the first calendar quarter of the past two years. It shows that the majority of the jobs in these six industries exceeded 50%. While jobs are available in other sectors from the six shown here and resources could legitimately be allocated to job creation and job placement in those sectors, because the six below represent the sectors with the greatest level of earning opportunities for job seekers and business opportunities, the rationale is to concentrate efforts and public investments in helping to cultivate job creation in high growth industries.

Improvement Plan

Continue to target local and federal resources toward investing in training programs that have a strong track record of graduates being placed in jobs in high growth or steadily growing industries.

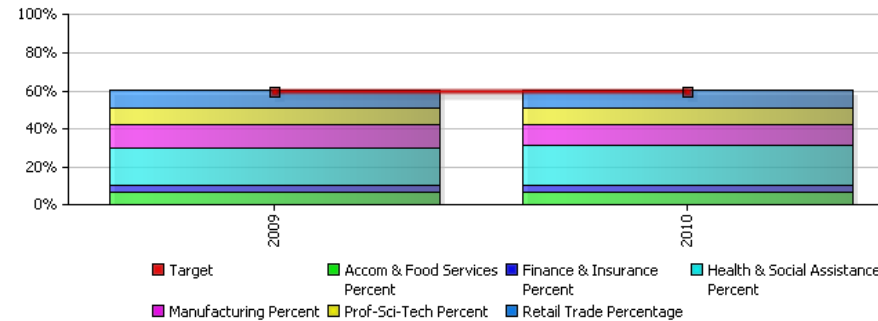
Objective

 Ensure Well Trained, Qualified Community Workforce

Data Source & Related Links

NCESC website/QWI Online (NAICS)(<http://lehd.did.census.gov/led/datatools/qwiapp.html>).

Percent of Jobs in Various Sectors



Why It Matters

Focusing on efforts to attract business and industry to our community is vital in establishing a solid, stable base for economic growth. Matching our community's assets to industrial recruitment (particularly those in leading industries such as healthcare, information technology, biotechnology and green jobs) and working collaboratively with the private sector to successfully recruit businesses to our community remain primary functions in order to provide jobs and grow tax revenues for our local economy.

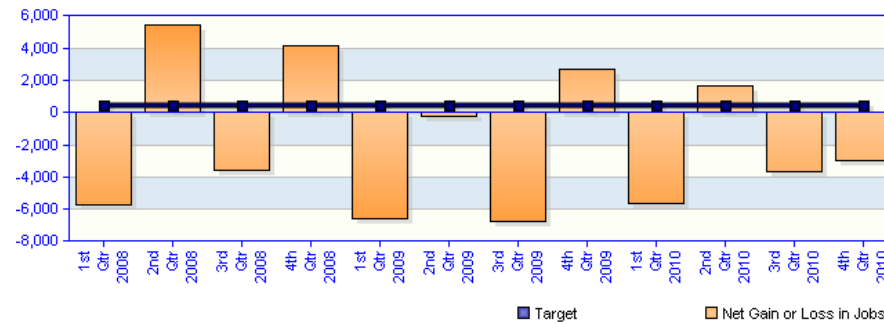
Analysis

For analysis please click on Net gain in jobs, Number of Issued Permits or Value of Issued Permits.

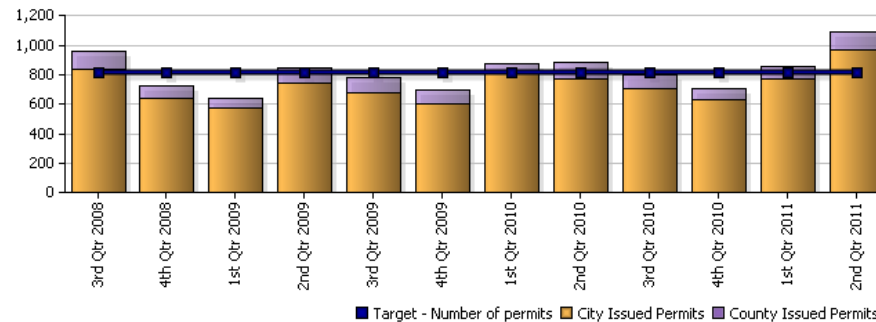
Improvement Plan

For improvement plan information please click on Net gain in jobs, Number of Issued Permits or Value of Issued Permits.

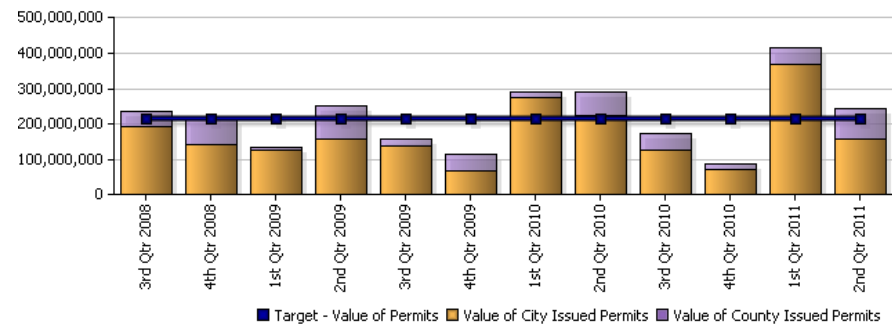
Net Gain in Jobs



Number of Issued Permits



Value of Issued Permits



Outcome Measure

▶ Median Salary (Durham Resident)*

▶ Percent Growth in Tax Base*

Why It Matters

Having a well-trained, qualified community workforce is essential for two reasons. First, a well-trained, qualified community workforce provides greater assurance that job seekers can be successfully connected with job opportunities that exist in the region. Those connections are important for ensuring that Durham residents have the disposable income needed to gainfully contribute to the tax base and local economy and adequately provide for their families. Second, a workforce that is attractive to recruiting businesses makes Durham attractive to firms that are relocating or expanding. This also helps the tax base.

Analysis

For analysis please click on Number of students graduated from local jobs training programs or High School Graduation Rate.

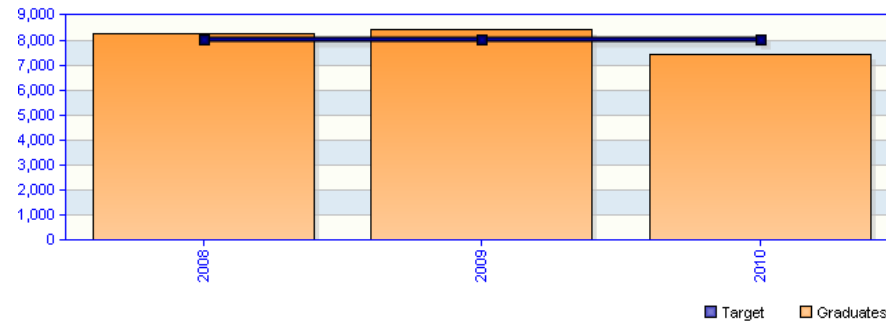
Improvement Plan

For individual improvement plan information, please click on Number of students graduated from local jobs training programs or High School Graduation Rate.

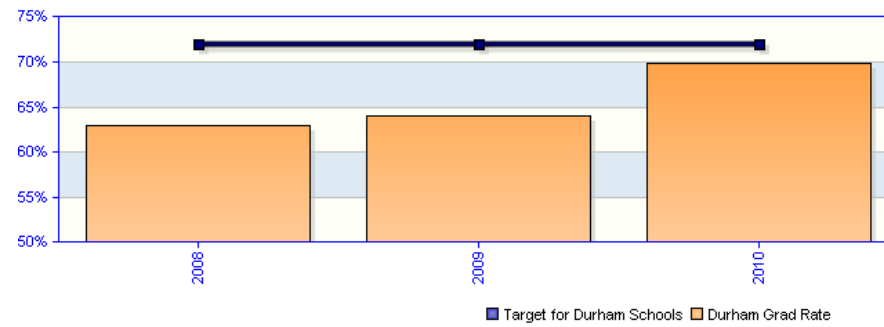
Initiatives

- Assess Existing Programs Supportive of Small Business/Start Ups to Determine Most Responsive Programs/Gaps that Need to be Addressed
- Expand Mayor's Summer Youth Works Program

Number of Students Graduated from Local Jobs Training Programs



Durham High Schools' Graduation Rate Percentage



Outcome Measure

-  Mean Salary (Durham Resident)*
-  Employment Growth
-  Poverty Rate
-  Percent of Jobs in Various Sectors

Why It Matters

Creating a favorable development climate ensures that Durham is a magnet for companies that want to locate here and developers that want to undertake projects that create jobs, grow the tax base and improve our quality of life.



Analysis

For analysis please click on Ratio of Commercial/Industrial, Residential or Other tax base.

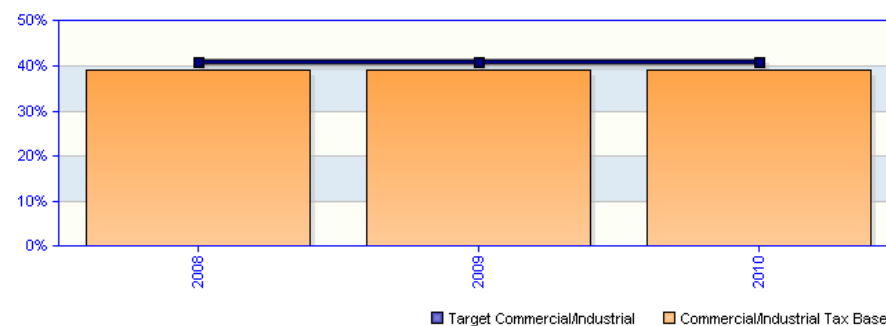
Improvement Plan

For the improvement plan please click on Ratio of Commercial/Industrial, Residential or Other tax base.

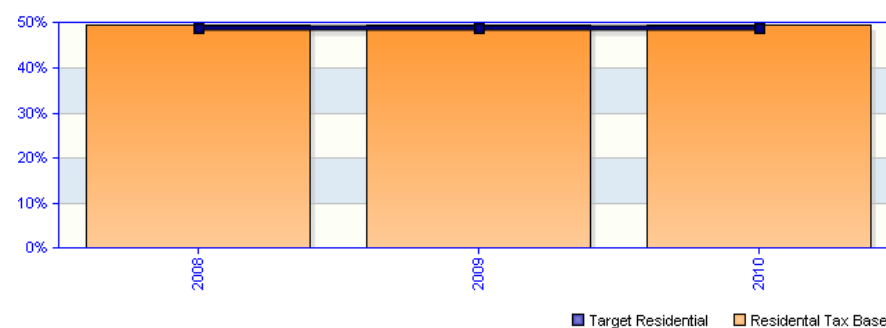
Initiatives

-  Conduct an Annexation Study in Order to Promote a Strong and Diverse Economy
-  Identify and Implement Further Development Review Process Improvements (Include Regulatory Issues)

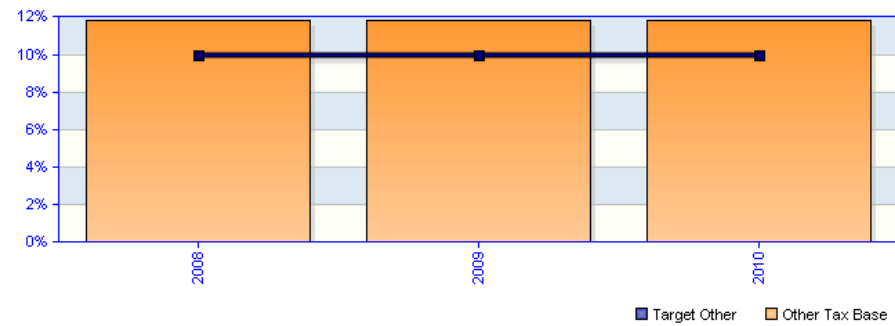
Ratio of Commercial/Industrial Tax Base



Ratio of Residential Tax Base



Ratio of Other Tax Base (Farm, Historical, Public Service and Registered Vehicles)



Outcome Measure

 Percent Growth in Tax Base*

 Employment Growth

Why It Matters

A steady increase of business growth in Durham (new businesses coming and existing businesses expanding) means a stronger tax base, increased number of jobs and stronger quality of life for Durham residents.

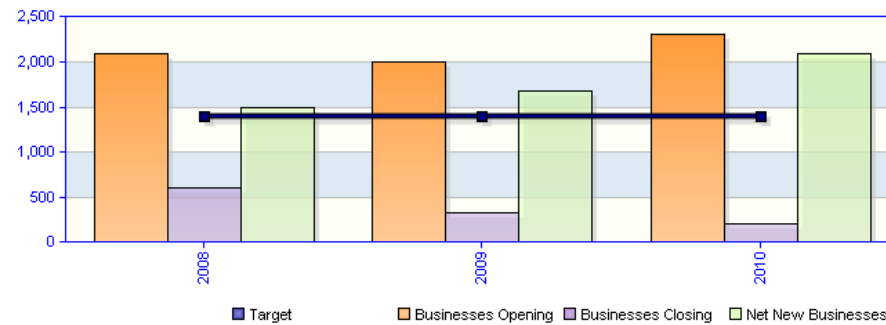
Analysis

For analysis please click on Number of businesses relocating into and out of Durham.

Improvement Plan

For improvement plan information, please click on Number of businesses relocating into and out of Durham.

Number of Businesses Relocating Into and Out of Durham



Outcome Measure

▶ Percent Growth in Tax Base*

◆ Employment Growth

Why It Matters

Part 1 property crimes is the number of index crimes per 100,000 residents. A reduction in total crimes for the entire population will promote a safer community.

Analysis

Property crimes increased 2.2 percent from the previous fiscal year. During a 10-year span from 2000 through 2009, there was a 32.8 percent decline in property crime. For calendar year 2009, Durham was in the 2nd quartile of the 11-City SE Peer group for the lowest rate in property crime.

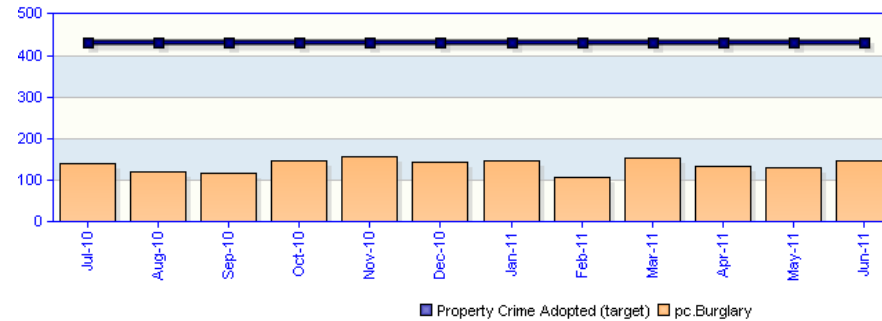
Improvement Plan

Maintain a property crime rate below 433 per month per 100,000 residents.

Data Source & Related Links

RAIDS Online.

Property Crimes Per 100,000 Residents





Part 1 Violent Crimes Per 100,000 Residents

Why It Matters

Part 1 violent crimes is the index of violent crimes per 100,000 residents. A reduction in total crimes for the entire population will promote a safer community.

Analysis

Violent crimes declined 7.8 percent. During a 10-year span from 2000 through 2009, there was a 28.4 percent decline in violent crime. For calendar year 2009, Durham was in the 2nd quartile of the 11-City SE Peer group for the lowest rate in violent crime.

Improvement Plan

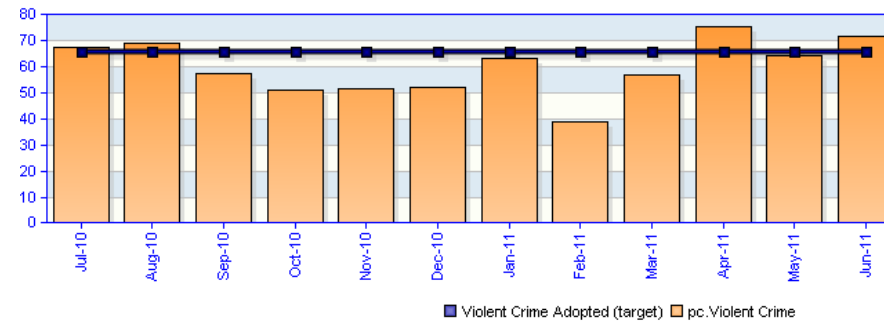
Maintain a violent crime rate below 66 per month per 100,000 residents.

Data Source & Related Links

RAIDS Online.



Violent Crimes Per 100,000 Residents



Why It Matters

A high clearance rate means the Durham Police Department is solving more crimes, which promotes a safer community.

Analysis

The violent crime clearance rate increased 11 percentage points from 36 percent in FY 2008-09 to 47 percent in FY 2009-10, and the property crime clearance rate increased 1 percentage point. In calendar year 2010, the Durham Police Department had a clearance rate above the FBI's national average in every index crime category.

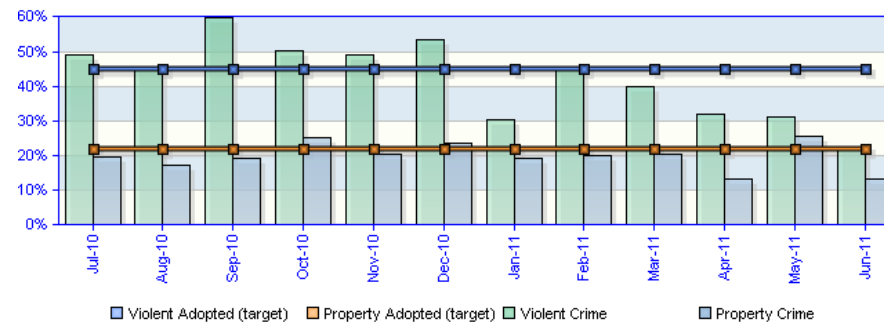
Improvement Plan

Maintain a violent crime clearance rate above 45 percent and a property crime clearance rate above 22 percent.

Data Source & Related Links

RAIDS Online.

Crime Clearance Rate



Why It Matters

Total response time refers to the time it takes an emergency call to be processed by the 911 center and then for responders to be notified, depart, and arrive at the scene of the incident.

The time it takes for responders to arrive at the scene of an emergency can significantly impact the outcome of that emergency.

Analysis

Please view individual measures for analysis.

Improvement Plan

Please view individual measures for the improvement plan.

Data Source & Related Links

Durham Fire Department.

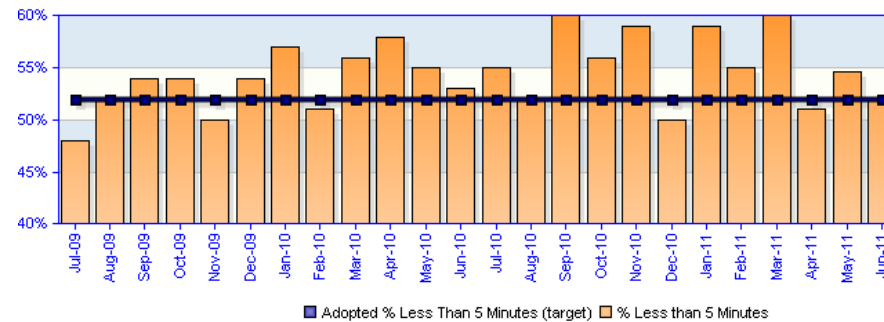
Durham Police Department.

Objective

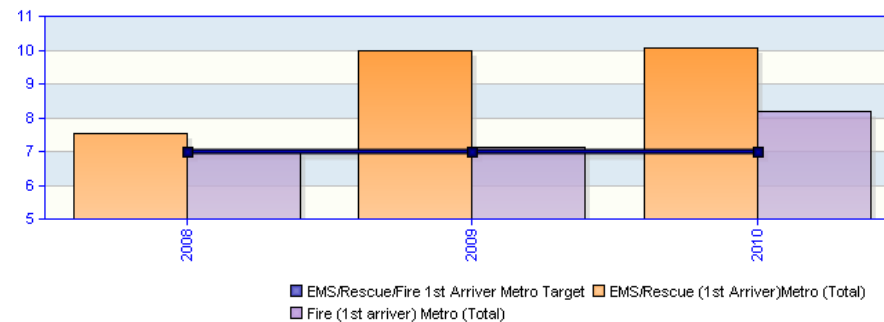
▶ Increase Visibility and Accessibility of Emergency Response

◆ Reduce Occurrence and Severity of Crime, Fire, and Hazards

Percent of Police Priority 1 (Emergency Calls) Less Than 5 Minutes



EMS/Rescue/Fire 1st Arriver Metro Response Times in Minutes



Why It Matters

Reducing the frequency and duration of crime by reducing response time is very important in stopping and solving crimes.

Analysis

Both response time measures were better than the adopted performance indicators of 6.5 minutes and 52 percent of calls, respectively.

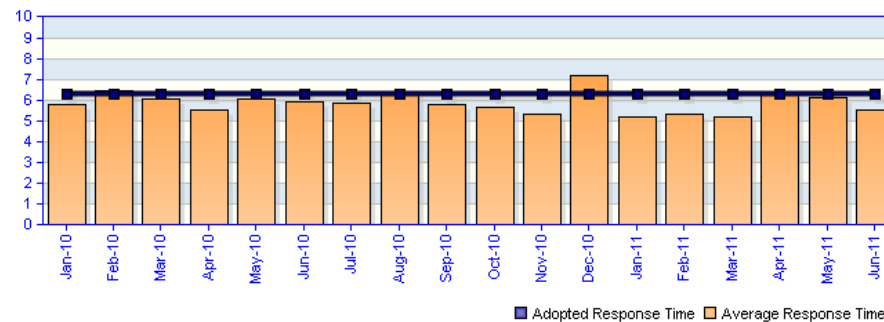
Improvement Plan

Maintain a response time below 6.5 minutes for Priority 1 (emergency) calls for service, with greater than 52 percent being answered in less than 5 minutes.

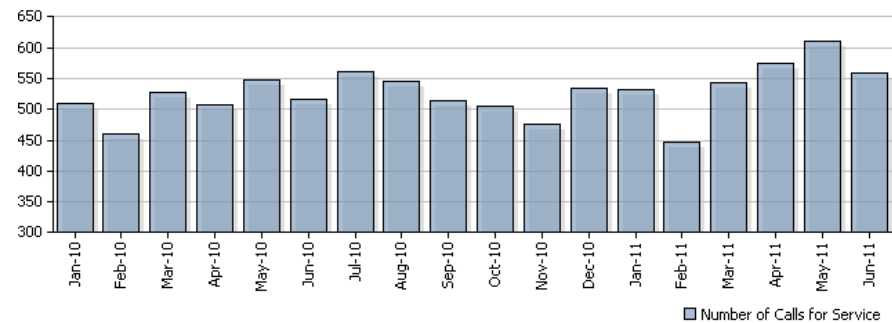
Initiatives

- Target Specific Public Safety Problem Areas Through Inter-Agency Collaboration to Achieve Positive Outcomes (Gang Reduction Plan)
- Improve Officer Safety and Response Time to Priority 1 Calls, by Using Automatic Vehicle Locator (AVL) in Marked Patrol Cars
- Create Centralized Repository for Digital Evidence

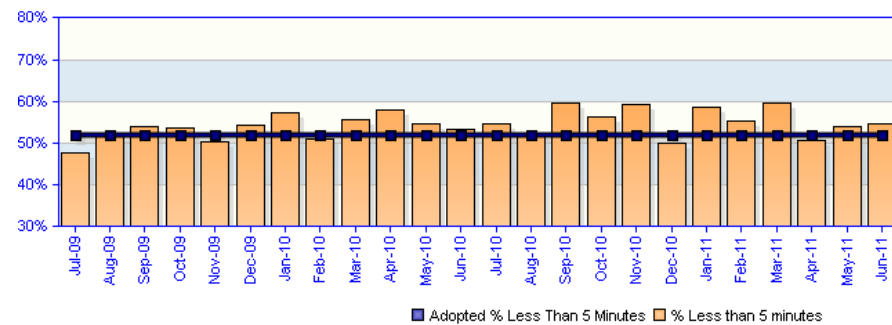
Average Response Time in Minutes



Number of Calls



◆ Percent of Priority 1 Calls Meeting Response/Time Standards



Outcome Measure

- ◆ Part 1 Property Crimes Per 100,000 Residents
- ◆ Crime Clearance Rates
- ▶ Percent of Emergency Response Times within Set Standards

Why It Matters

Strategic placement of emergency vehicles and/or responders provides citizens and visitors with greater access to assistance when needed. These quick emergency responses, from answering incoming calls at the 911 center to responding directly to the scene of the reported emergency, are a key component of creating a safer community.

Analysis

See 'Individual Agency Performance' below.

Improvement Plan

See 'Individual Agency Performance' below.

Initiatives

- Enhance the City's Public Safety Image Through Effective Communication that Informs Citizens

Emergency Communications (911) Vacancy Rate



Outcome Measure

 Percent of Emergency Response Times within Set Standards

Why It Matters

Resident perception of neighborhood quality affects the extent to which owners will maintain existing properties and new investment can be attracted.

Analysis

The percent of citizens who rated Durham as a place to live as either excellent or good has been stable.

Data Source & Related Links

City of Durham - Budget and Management Services Department
http://www.durhamnc.gov/departments/bms/survey_Index.cfm

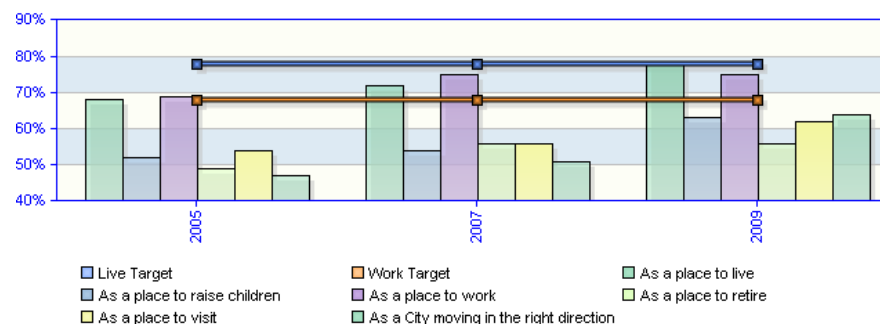
Improvement Plan

The City of Durham commissions a survey of citizens every other year. The survey poses the same question about citizens' perception of the City of Durham as a place to live, and included in the survey results are ratings of the City of Durham as a place to live. These ratings should be used to determine citizens' views of the current conditions in the Durham community. The results can be graphed to depict the statistical mean score.

Objective

▶ Revitalize Neighborhoods and Encourage Neighborhood Pride

Customer Satisfaction Rating





Why It Matters

The Neighborhood Vitality Index (NVI) is a planning tool designed to measure neighborhood well-being and quality of life.

Analysis

Neighborhoods have been defined (block group) and dimensions of neighborhood vitality have been established (Social, Crime, Housing, and Infrastructure, Economic, and Environmental). Possible indicators have been identified. Staff is evaluating data availability and will finalize recommended indicators by August, 2011. A pilot indicator has been developed, percentage of solid waste diverted to recycling.

Improvement Plan

Finalize NVI indicators and begin tracking data by August, 2011. Use NVI indicator data to inform budget process and inform community and neighborhood organizations in decision making by January, 2012.

Data Source & Related Links

City/County Planning Department <http://www.durhamnc.gov/departments/planning/>

Why It Matters

Access to housing is an established criteria for high quality city living. An equal city offers all its inhabitants, without discrimination of any kind, access to decent housing.

Analysis

Analysis under review.

Data Source & Related Links

Department of Community Development <http://www.durhamnc.gov/departments/comdev/>
Neighborhood Improvement Services Department <http://www.durhamnc.gov/departments/nis/>

Improvement Plan

Improve and preserve housing for all Durham citizens. Complete and implement the Comprehensive Housing Strategy.

Objective

-  Increase Voluntary Code Compliance
-  Increase Access to Affordable, Safe, and Healthy Housing

Why It Matters

Residents of Durham are spending a disproportionate amount of their income on transportation; if transportation choices are improved, residents can reduce their transportation costs.

Analysis

People with access to a variety of transportation options need to drive less and own fewer cars.

Data Source & Related Links

City Department of Transportation
<http://www.durhamnc.gov/departments/transportation/index.cfm>

Durham Area Transit Authority (DATA) http://data.durhamnc.gov/Index_DATA.cfm

Triangle Transit Authority (TTA) <http://www.triangletransit.org/>

Bicycle and Pedestrian Information
http://www.durhamnc.gov/departments/transportation/bike_and_ped.cfm

Improvement Plan

This year, we have centralized with Triangle Transit Authority (TTA) the oversight of route planning, marketing, and fare management for Durham Area Transit Authority (DATA) buses and the City's on-demand paratransit vans. By centralizing management, planning, and marketing, there is a goal to enhance efficiency and effectiveness in many areas, and to increase ridership and customer satisfaction. The City continues to be responsible for all costs associated with operating the Durham transit system. This is a step toward providing seamless public transportation services throughout the Triangle region.

Objective

● Increase Transportation Choices and Local and Regional Connectivity

Why It Matters

Access to open space helps us to maintain our quality of life and helps us to stay healthy. Open space also provides us places to play, exercise, relax, learn, and they help to protect natural areas and wildlife habitats.

Analysis

Analysis under review.

Improvement Plan

Improvement plan to be determined.

Data Source & Related Links

Parks and Recreation Department (<http://www.durhamnc.gov/departments/parks/>)

Why It Matters

Energy and Water: Resources such as energy and water are finite and there is a need to conserve them to make sure we have enough for future generations, and at a fair price.

Solid Waste: We currently have a solid waste diversion rate of about 24 percent; with proper education we can increase that number sustainably and prlong the life span of our landfills.

Analysis

Greenhouse Gas Emissions: Durham adopted a greenhouse gas emissions reduction plan in 2007 calling for a reduction in community emissions by 30 percent by 2030 from 2005 levels.

Improvement Plan

Educating the public regarding all types of conservation and recycling would help reduce the amount of resources that are wasted.

Data Source & Related Links

Durham City-County Sustainability Office

<http://www.durhamnc.gov/departments/manager/sustainability/Index.cfm>

Solid Waste Management Department <http://www.durhamnc.gov/departments/solid/>

Water Management <http://www.durhamnc.gov/departments/wm/>

Objective

 Increase Sustainability Through the Wise Use of Limited Resources

Why It Matters

Boarded and abandoned properties create blight, provide a harbor for illegal activities, and unravel the social fabric of a community that leads to further deterioration and discourages investment.

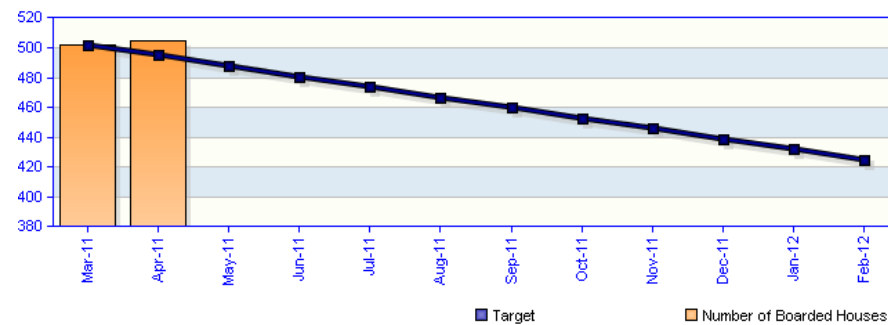
Analysis

Analysis under review.

Improvement Plan

Rapidly respond to Durham One Call complaints, citizen calls, PAC meeting requests, and NIS website requests for site inspections. Work with City and County departments and citizens to proactively identify and eliminate violations by sending Code Enforcement Teams out to canvass inner-city neighborhoods.

Number of Boarded Up Houses in Low and Moderate Income Neighborhoods



Outcome Measure

▶ Access to Affordable, Safe, and Healthy Housing

Why It Matters

Encouraging investment in neighborhoods maximizes the utilization of existing infrastructure, public facilities, and services. To revitalize means "to impart new life or vigor to" and, together with neighborhood pride, is the essence of the goal of thriving livable neighborhoods.

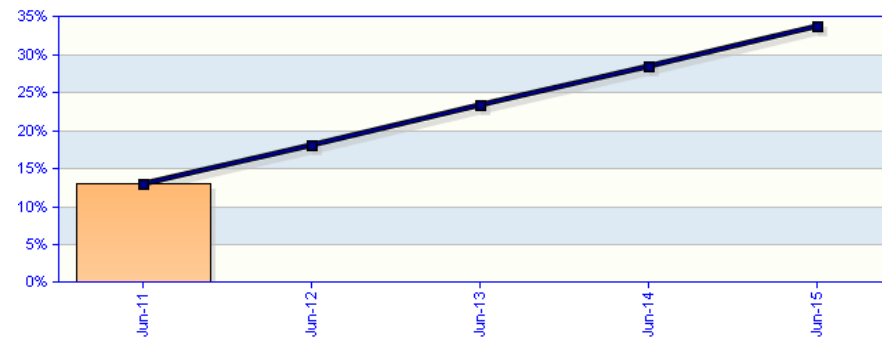
Analysis

Click on the "Cleanliness Index" (below) to view Analysis.

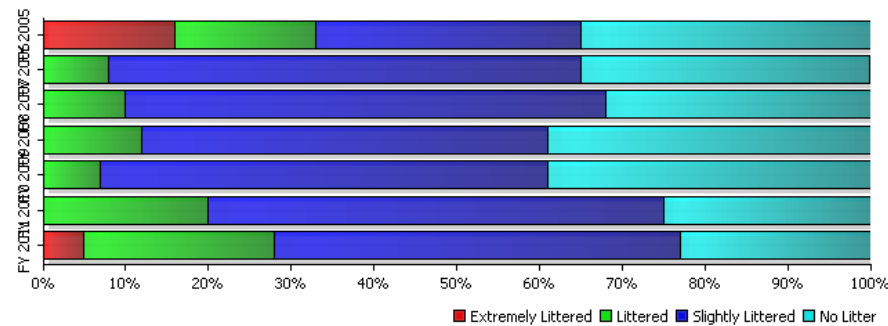
Improvement Plan

To partner with non-profits and private investors to leverage neighborhood development.

Percent of Owner Occupied Property - Southside



Cleanliness Index



Outcome Measure

◆ Resident Perception of Overall Quality of Neighborhoods

Why It Matters

Residents of Durham are spending a disproportionate amount of their income on transportation; if transportation choices are improved, residents can reduce their transportation costs.

Analysis

Analysis under review.

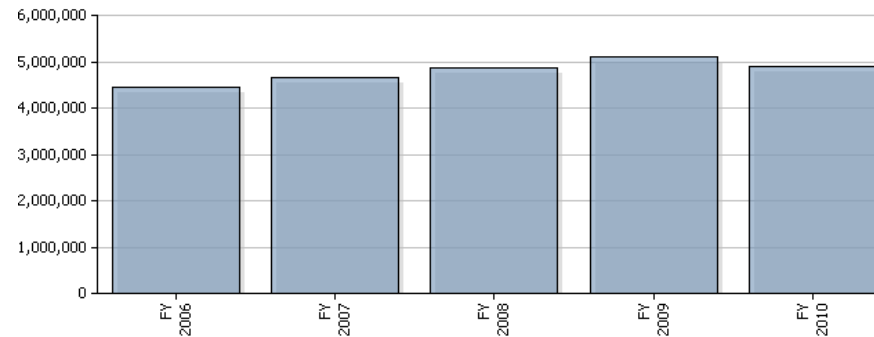
Improvement Plan

Improvement plan to be determined.

Initiatives

- Develop a Regional Plan for Transit, Including but Not Limited to Integration of Light Rail, Commuter Rail, High Speed Rail, and Bus
- Evaluate Effectiveness of "Fare Free" Transit (Bull City Connector)
- ◆ Increase the Efficiency of Durham Transit and Triangle Transit through Centralized Management, Planning, and Marketing

Public Transportation (DATA) Ridership



Outcome Measure

- Availability and Quality of Transit, Pedestrian, and Bicycle Facilities and Services

Why It Matters

Access to affordable, safe, and healthy housing is an established criteria for high quality city living. An equal city offers all its inhabitants, without discrimination of any kind, access to decent housing. The access to safe and healthy shelter is essential to a person's physical, psychological, social, and economic well-being.

Analysis

Please Click on the Measure Charts (below) for Analysis.

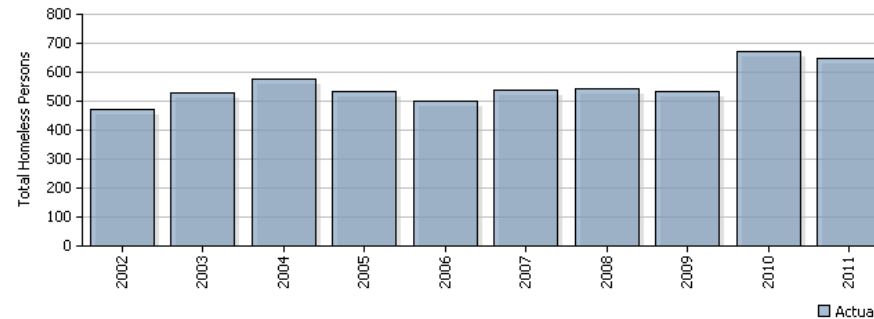
Improvement Plan

Improve and preserve housing for all Durham citizens. Complete and implement the Comprehensive Housing Strategy.

Initiatives

- Develop a long-term plan to reduce homelessness
- Coordinate Existing Neighborhood Development Plans
- Establish a Partnership Targeted at Revitalizing Deteriorating Communities in Close Proximity to Employment Centers, Universities, and Medical Facilities
- Improve and Preserve Housing for All Durham Residents

Number of Homeless Persons from Point in Time Count



Outcome Measure

Access to Affordable, Safe, and Healthy Housing

Why It Matters

Energy and Water: Resources such as energy and water are finite and there is a need to conserve them to make sure we have enough for future generations, and at a fair price.

Solid Waste: We currently have a solid waste diversion rate of about 24 percent; with proper education we can increase that number sustainably and prolong the life span of our landfills.

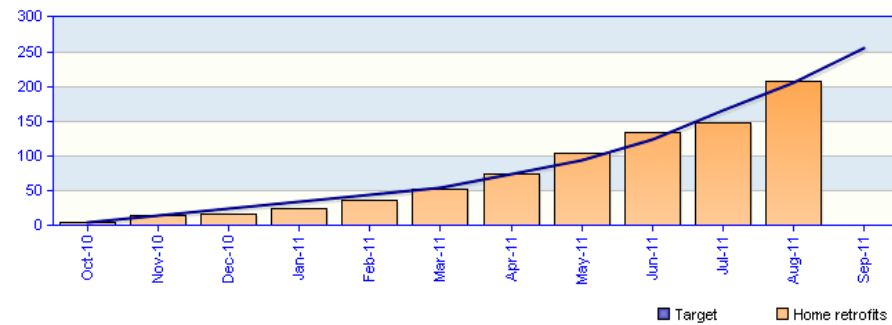
Analysis

Analysis is included for each of the measures, please see below.

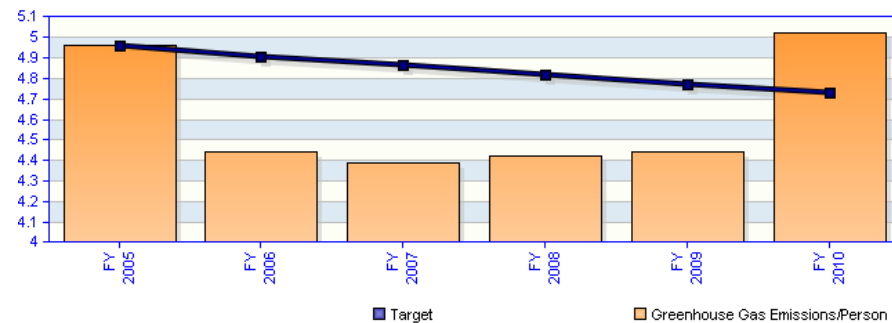
Improvement Plan

Educating the public regarding all types of conservation and recycling would help reduce the amount of resources that are wasted.

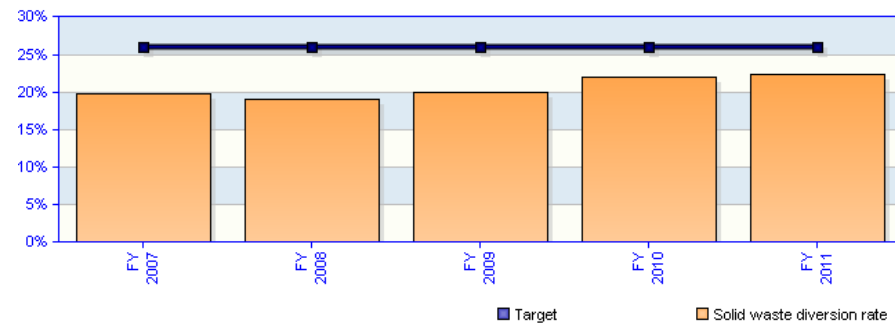
Home Retrofits - Neighborhood Energy Retrofit Program



CO2 Tons Per Capita - Greenhouse Gas Emissions



Percent of Solid Waste Diverted to Recycling



Outcome Measure

► Sustainability

Why It Matters

The AAA bond rating is the highest measure of financial security and one attained by only 38 of the nation's more than 22,500 cities. The AAA bond rating results in lower interest rates on the bonds that the City sells, which in turn means significant savings for the taxpayers of Durham.

Analysis

The City has a triple-A rating from all three bond rating agencies.

Improvement Plan

No improvement plan is needed because the City has achieved the desired ratings.

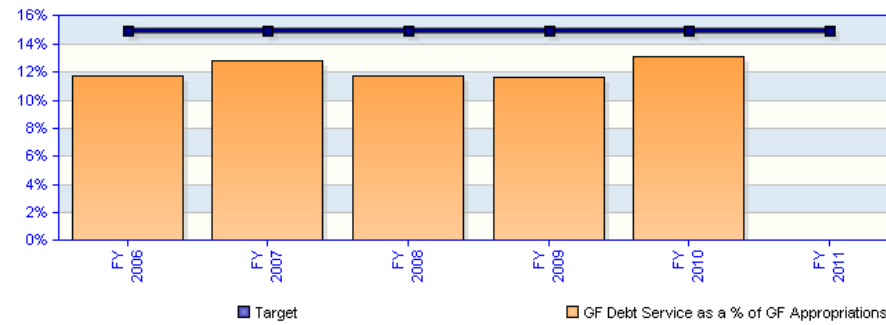
Data Source & Related Links

Moody's (www.moodys.com) -free Login and search for Durham, NC

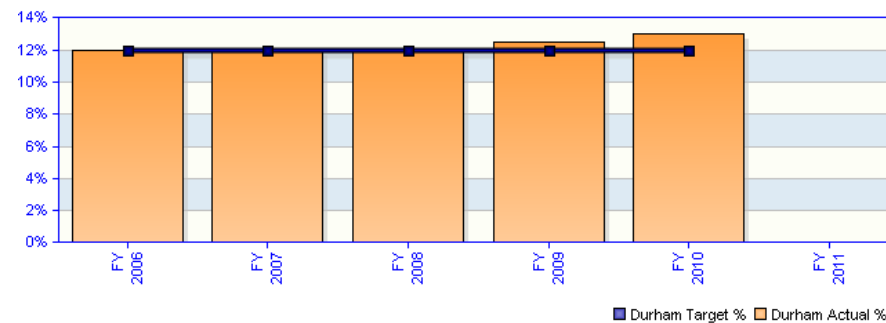
Standard & Poors (www.standardandpoors.com) - free Login and search for Durham, NC

Fitch Ratings (www.fitchratings.com) - free Login and search for Durham, NC

Debt Ratio



Percent of Budget Maintained as Fund Balance



Why It Matters

Biennially, the City of Durham contracts with an independent consultant to conduct a Customer Satisfaction Survey. The Customer Satisfaction Survey is designed to objectively assess priorities and satisfaction with the delivery of city services. This data is also used to identify process improvement opportunities.

Analysis

The City of Durham had significant increases in satisfaction and/or feelings of safety in 45 out of 58 areas that were assessed in the 2009 survey. There were no significant decreases.

Data Source & Related Links

City of Durham - Budget and Management Services Department
(http://www.durhamnc.gov/departments/bms/survey_Index.cfm)

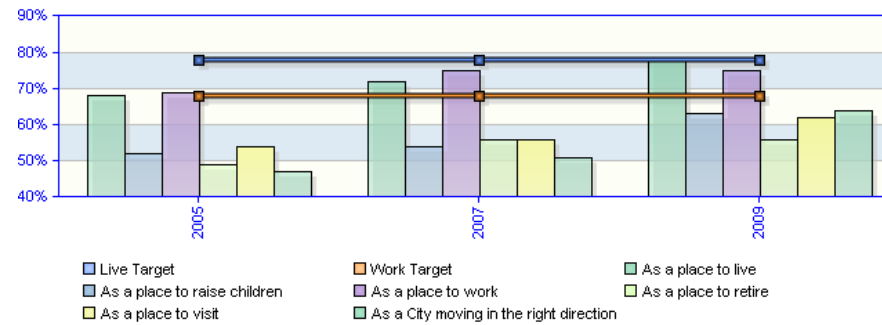
Improvement Plan

For the 2012 survey the City will align the survey questions with the Strategic Plan.

Objective

- Engage Community
- Provide Seamless Services
- Project a Positive Image of the City

Customer Satisfaction Rating



Why It Matters

Keeping our employees satisfied by providing competitive salaries, professional development and career growth opportunities is key to ensuring continuity of leadership and promotes a high performing organization.

Analysis

The NC Employment Security Commission conducted the City's last Employee Opinion Survey in October 2010. The target is to have a rating of at least 65% in all categories.

Data Source & Related Links

http://www.durhamnc.gov/departments/bms/emp_opin_survey/survey_Index.cfm

Improvement Plan

All departments were required to develop an action plan to address in areas with a rating of less than 65%. A sharepoint internal site was developed to track progress on the plans.

Objective

 Establish an Exceptional, Diverse, and Engaged Workforce



Increase Percent of City Assets/Infrastructure That are Performing at or Above a Defined Standard for Each Asset Type

[Home](#)[Scorecard](#)[Initiatives](#)

Why It Matters

The City of Durham takes pride in the ownership and sharing of its extensive infrastructure. Some key assets include buildings, roadways, water & sewer distribution and treatment, storm water systems, sidewalks, parking lots, vehicle fleet, parks, greenways, and public transportation facilities. It is important that the City of Durham maintain an accurate inventory of these assets in order to perform diligent industry-standard maintenance. In doing so, we will be able to keep our infrastructure operational, safe, efficient, and readily available to share with citizens, partner agencies, and visitors.

Analysis

As of June 2011, we are only able to report on street repaving activity, however as more asset standards are put in place, we will have a better inventory of the City's infrastructure and can prescribe the correct maintenance plans.

Data Source & Related Links

The data for this Outcome Measure is maintained by several City departments including: Water Management, General Services, Public Works, and Transportation.

Improvement Plan

The Goal 5 team will continue to work out the asset standards that can be applied to Durham's infrastructure. We hope to have more to report later this year.

Objective

- ◆ City-Maintained Streets in a Good or Better Condition
- City-Owned Building Assets that are Maintained to an Industry Standard Maintenance Schedule
- Maintain and grow City's IT physical infrastructure Server to Node (Technology Solutions)

Why It Matters

Citizen input regarding asset management is critical to our infrastructure management. Durham Citizens help us identify maintenance needs using resources such as the City web page, Durham One-Call, and specific departmental service requests. In order to increase citizen satisfaction, we want to make sure that the applied maintenance is timely, effective, and produces a more valuable asset.

Analysis

The City wants its citizens to be proud of our assets and the way we maintain them. We rely on daily feedback from citizens and other agencies to help us decide on maintenance planning and spending.

At this time, there is only one Objective loaded in this Outcome Measure and it pertains to the Street Maintenance Department and the systems they are responsible for.

Data Source & Related Links

The data for this Outcome Measure is maintained by several City departments including:

Water Management: <http://www.durhamnc.gov/departments/wm/>

General Services: <http://www.durhamnc.gov/departments/general/>

Public Works: <http://www.durhamnc.gov/departments/works/>

Transportation: <http://www.durhamnc.gov/departments/transportation/>

Improvement Plan

Our goal is to improve citizen satisfaction. We plan to add additional Objectives here that will help prioritize and assess the conditions of our buildings and roadways.

Objective

— Street Maintenance Systems

Target

Target is \$1,700 over the previous year's mean salary, which exceeds the 2% inflation rate per year.

Analysis

The mean or average salary for Durham County residents has steadily grown over the past four years. Based on a 2011 The Business Journals of Charlotte article, Durham had the highest average salary of any city in the South.

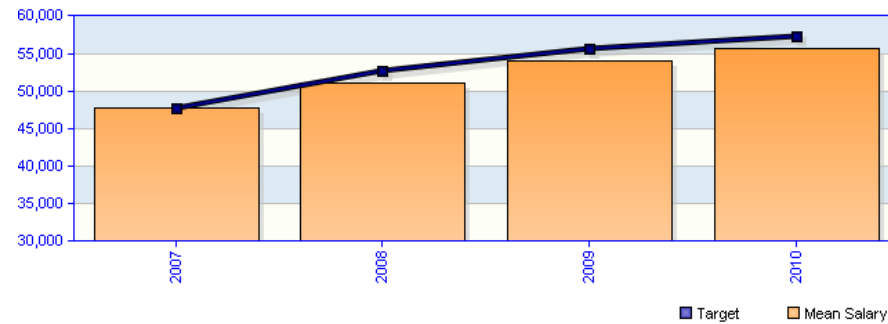
Improvement Plan

Commit resources to training programs, including those related to on-the-job training, apprenticeships, and employee retention.





Data Source & Related Links

City-Data.com Durham-North-Carolina.

Mean Salary



Measure Data

Period	Status	Mean Salary	Target
2007	 At or Above Target	\$47,797.00	\$47,797.00
2008	 Slightly Below Target	\$51,068.00	\$52,768.00
2009	 Slightly Below Target	\$53,928.00	\$55,628.00
2010	 Slightly Below Target	\$55,641.00	\$57,341.00

Main Measure

 Mean Salary (Durham Resident)*

Target

Target is \$1,400 over the previous year's mean salary, which exceeds the 2% inflation rate per year.

Analysis

The salary that is in the "middle" of all of the salaries earned by Durham residents, the mean or average salary has steadily grown over the past four years.

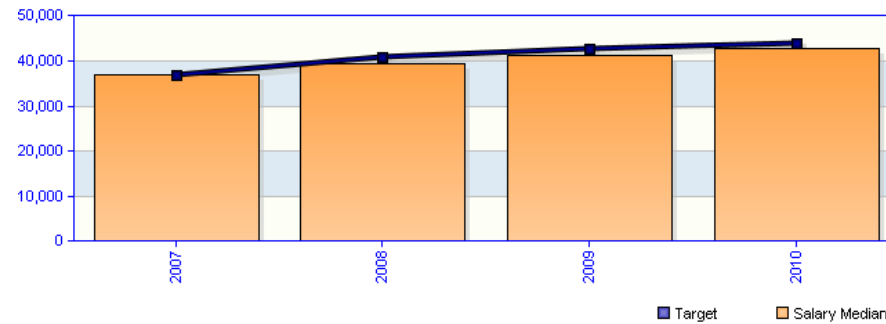
Improvement Plan

Commit resources to training programs, including those related to on-the-job training, apprenticeships and employee retention.




Data Source & Related Links

City-Data.com [Durham-North-Carolina](#).

Median Salary



Measure Data

Period	Status	Salary Median	Target
2007	— Undefined	\$37,042.00	\$37,042.00
2008	 Slightly Below Target	\$39,426.00	\$40,826.00
2009	 Slightly Below Target	\$41,340.00	\$42,740.00
2010	 Slightly Below Target	\$42,767.00	\$44,167.00

Main Measure

 Median Salary (Durham Resident)*

Target

Target is a 3% growth rate from the previous year's tax base amount; based upon recent history and the city's published Fiscal Year '12 budget.

Analysis

Revaluation done in 2008.

The suggested target does not take into account future revaluations.

Non-residential permit values in 2010 were their second highest in five years; meaning that commercial development was up and that the commercial tax base is likely to significantly grow once developments are completed. Resident permit values were down, meaning that the residential tax base may not grow as quickly.

Forecasts are projecting that 2012 will hold better prospects for residential and commercial development opportunities.

Improvement Plan

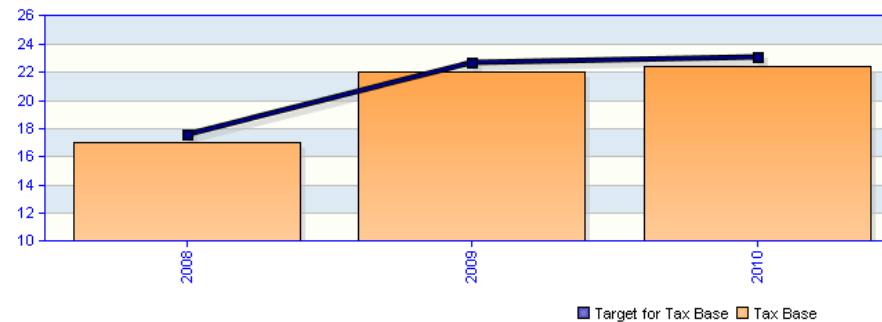
Continue to streamline interdepartmental processes and continue to find tools that help developers obtain the resources to start and complete development projects.

Data Source & Related Links

City of Durham's Budget Department (<http://www.durhamnc.gov/departments/bms/>).


City of Durham's City-County Inspections Department (<http://www.durhamnc.gov/departments/inspections/>).

Tax Base (Billions)



Measure Data

Period	Status	Tax Base	Percent of Growth	Target for Tax Base
2008	◆ At or Above Target	\$17.06	3%	\$17.57
2009	◆ At or Above Target	\$22.03	29%	\$22.69

2010	 Slightly Below Target	\$22.39	2%	\$23.06
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Main Measure

 Percent Growth in Tax Base*

Target

Target of 25 additional jobs per month is based upon the average of the growth months (18) divided by the total number of months of data available.

Analysis

Employment growth measures the number of people employed in Durham on a monthly basis and Durham continues to have one of the State's lowest unemployment rates at 7.4% (as of March 2011). This is well below state and national averages.

The rationale for the target is as follows: the City wishes to have a positive target so that we aim to create more jobs; hence:

1. We used historical information to determine the average growth level in the months that there was growth.
2. We divided the total amount of growth there was in those growth months by the total number of growth months (18).
3. In order to account for the months in which there were losses, we divided by the total number of months in the study period.

These calculations enabled us to arrive at a realistic, attainable target.

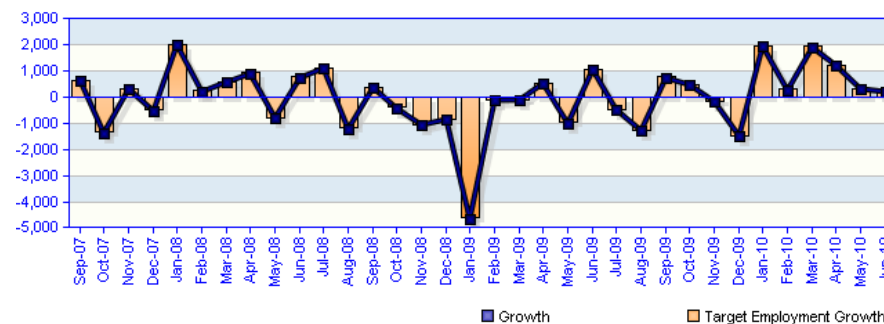
Improvement Plan

Continue to find resources and commit existing resources (where available) to support businesses in ways that enable them to create and retain jobs.

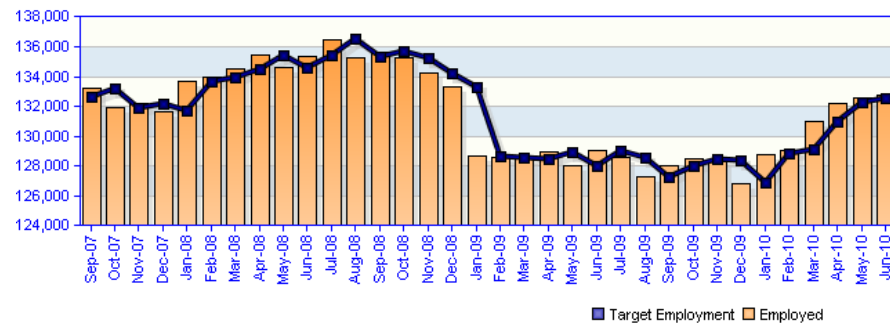
Data Source & Related Links

1. State of North Carolina LMI Division
(<http://www.ncesc1.com/lmi/workForceStats/workForceMain.asp>).
2. City of Durham Finance Department - Business Privilege Licensing Division(http://www.durhamnc.gov/departments/finance/business_license.cfm).

Employment Growth



Employment



Measure Data

Period	Status	Employed	Growth	Target Employment Growth	Target Employment
Sep-07	▶ Slightly Below Target	133,243	631	656	132,637
Oct-07	▬ Undefined	131,897	-1,346	-1,321	133,268
Nov-07	▬ Undefined	132,209	312	337	131,922
Dec-07	▶ Slightly Below Target	131,691	-518	-493	132,234
Jan-08	◆ At or Above Target	133,697	2,006	2,031	131,716
Feb-08	▬ Undefined	133,932	235	260	133,722
Mar-08	▬ Undefined	134,499	567	592	133,957
Apr-08	▶ Slightly Below Target	135,421	922	947	134,524
May-08	▶ Slightly Below Target	134,621	-800	-775	135,446
Jun-08	◆ At or Above Target	135,389	768	793	134,646
Jul-08	▶ Slightly Below Target	136,504	1,115	1,140	135,414
Aug-08	▶ Slightly Below Target	135,309	-1,195	-1,170	136,529
Sep-08	◆ At or Above Target	135,660	351	376	135,334
Oct-08	▶ Slightly Below Target	135,256	-404	-379	135,685
Nov-08	▶ Slightly Below Target	134,200	-1,056	-1,031	135,281
Dec-08	▶ Slightly Below Target	133,333	-867	-842	134,225
Jan-09	● Below Target	128,689	-4,644	-4,619	133,358
Feb-09	▶ Slightly Below Target	128,570	-119	-94	128,714
Mar-09	▶ Slightly Below Target	128,453	-117	-92	128,595
Apr-09	◆ At or Above Target	128,973	520	545	128,478
May-09	▶ Slightly Below Target	127,992	-981	-956	128,998
Jun-09	◆ At or Above Target	129,038	1,046	1,071	128,017
Jul-09	● Below Target	128,553	-485	-460	129,063
Aug-09	● Below Target	127,289	-1,264	-1,239	128,578

Sep-09	◆ At or Above Target	128,053	764	789	127,314
Oct-09	◆ At or Above Target	128,510	457	482	128,078
Nov-09	● Below Target	128,349	-161	-136	128,535
Dec-09	● Below Target	126,856	-1,493	-1,468	128,374
Jan-10	◆ At or Above Target	128,805	1,949	1,974	126,881
Feb-10	◆ At or Above Target	129,094	289	314	128,830
Mar-10	◆ At or Above Target	131,019	1,925	1,950	129,119
Apr-10	◆ At or Above Target	132,239	1,220	1,245	131,044
May-10	◆ At or Above Target	132,559	320	345	132,264
Jun-10	◆ At or Above Target	132,795	236	261	132,584

Main Measure

◆ Employment Growth

Target

Target is to move down to the prevailing national average by of 12% by 2020.

Analysis

Showing the overall poverty rate for individuals and the rate for minors under the age of 18, the poverty rate for children appears to have decreased between 2005 and 2010 based upon census estimates, but may have slightly increased for the general population in Durham.

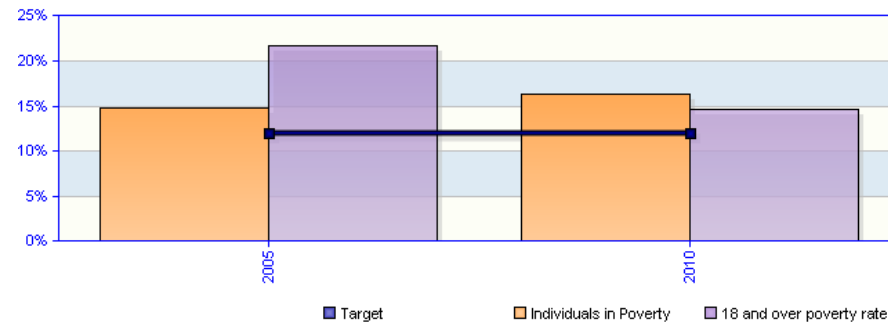
Improvement Plan

Continue to leverage local and regional workforce development partnerships to create training opportunities. Promote the availability of training programs that will lead to high paying jobs, especially programs that lead to certifications and don't require college degrees for entry.

Data Source & Related Links

City-Data.com [Durham-North-Carolina](#).

Poverty rate



Measure Data

Period	Status	Individuals in Poverty	18 and over poverty rate	Target
2005	 Below Target	14.80%	21.70%	12%
2010	 Below Target	16.30%	14.70%	12%

Main Measure

 Poverty Rate



Percent of jobs in various sectors


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Target

The target is to have at least 60% of all Durham jobs be in the 6 industries with the highest percentages of job growth.

Analysis

The chart below represents the breakdown of job levels in the six industries with the highest levels of employment in Durham in the first calendar quarter of the past two years. It shows that the majority of the jobs in these six industries exceeded 50%. While jobs are available in other sectors from the six shown here and resources could legitimately be allocated to job creation and job placement in those sectors, because the six below represent the sectors with the greatest level of earning opportunities for job seekers and business opportunities, the rationale is to concentrate efforts and public investments in helping to cultivate job creation in high growth industries.

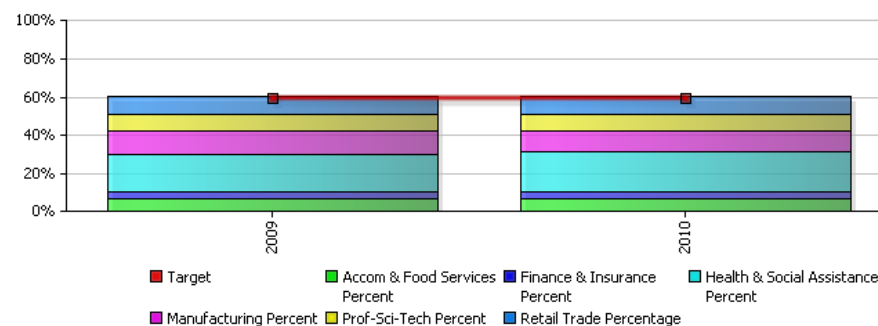
Improvement Plan

Continue to target local and federal resources toward investing in training programs that have a strong track record of graduates being placed in jobs in high growth or steadily growing industries.

Data Source & Related Links

NCESC website/QWI Online (NAICS) (<http://lehd.did.census.gov/led/datatools/qwiapp.html>).

Percent of Jobs in Various Sectors



Measure Data

Series	2010
Overall Percentage of Sectors	60.35%
Target	60%
Total Employment All Sectors	253,761
Retail Trade	22,735
Retail Trade Percentage	9%
Professional, Scientific & Technical	22,669
Prof-Sci-Tech Percent	8.93%
Manufacturing	28,374
Manufacturing Percent	11.18%

Healthcare & Social Assistance	51,993
Health & Social Assistance Percent	20.50%
Accommodation & Food Services	17,846
Accom & Food Services Percent	7.03%
Finance and Insurance	9,427
Finance & Insurance Percent	3.71%
Other Jobs	39.70%

Measure Details



Percent of Jobs in Various Sectors



Number and Value of Building Permits



Home



Scorecard



Initiatives

Target

The targets average quarters in three consecutive years of data (824 issued permits and \$217,452,169 value of permits) per quarter.

Analysis

The economy has impacted the amount of permits, but returns to previous levels of value and permit number are anticipated in FY12 and FY13.

Improvement Plan

Continue to streamline permitting and development processes where possible and continue to implement programs and services that support business growth.

Data Source & Related Links

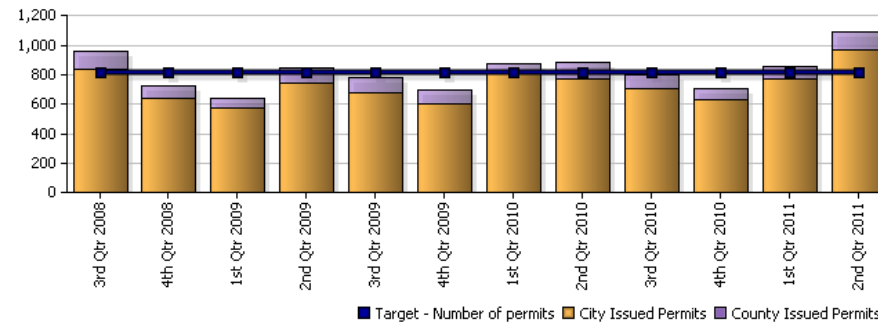
City/County Inspections Department

(<http://www.durhamnc.gov/departments/inspections/>).

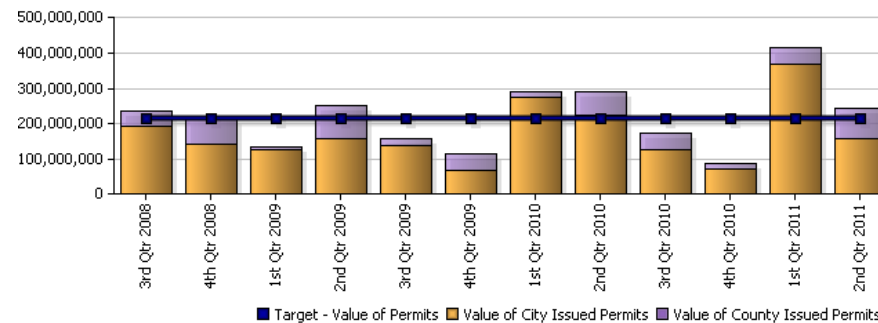
Initiatives

- Evaluate the Effectiveness of Existing Incentive Policies and Programs (Financial, Workforce Development and Infrastructure Based) that are Focused on Business Development
- Identify Specific Target Industries to Actively Recruit, Incentivize and Retain (i.e., Green or Biotech Industries)

Number of Issued Permits



Value of Issued Permits



Measure Data							
Period	Status	City Issued Permits	Value of City Issued Permits	County Issued Permits	Value of County Issued Permits	Target - Number of permits	Target - Value of Permits
1st Qtr 2008	— Undefined	0	0	0	0	0	0
2nd Qtr 2008	— Undefined	0	0	0	0	0	0
3rd Qtr 2008	◆ At or Above Target	838	195,091,389	120	40,456,978	824	217,452,169.67
4th Qtr 2008	▶ Slightly Below Target	640	143,545,910	83	70,318,957	824	217,452,169.67
1st Qtr 2009	● Below Target	576	125,941,778	67	8,946,791	824	217,452,169.67
2nd Qtr 2009	◆ At or Above Target	743	158,327,079	105	92,779,727	824	217,452,169.67
3rd Qtr 2009	▶ Slightly Below Target	679	137,639,544	100	19,058,420	824	217,452,169.67
4th Qtr 2009	● Below Target	605	68,652,807	96	46,324,638	824	217,452,169.67
1st Qtr 2010	◆ At or Above Target	815	276,812,564	66	15,618,241	824	217,452,169.67
2nd Qtr 2010	◆ At or Above Target	769	224,745,814	120	66,113,900	824	217,452,169.67
3rd Qtr 2010	● Below Target	709	126,784,575	94	45,627,281	824	217,452,169.67
4th Qtr 2010	▶ Slightly Below Target	637	74,158,485	74	15,050,060	824	217,452,169.67
1st Qtr 2011	◆ At or Above Target	778	367,845,732	76	47,084,777	824	217,452,169.67
2nd Qtr 2011	◆ At or Above Target	969	156,673,301	123	85,827,288	824	217,452,169.67
3rd Qtr 2011	◆ At or Above Target	0	0	0	0	0	0
4th Qtr 2011	— Undefined	0	0	0	0	0	0
1st Qtr 2012	— Undefined	0	0	0	0	0	0
2nd Qtr 2012	— Undefined	0	0	0	0	0	0

Objectives
▶ Target Business/Industry Recruitment Efforts

Target

500 jobs per quarter. A 1,697 to 5,480 range with many losses leads to a conservative target in anticipation of positive but slow net job growth.

Analysis

There was an overall loss in jobs for the first quarter of 2009 to the first quarter of 2010. Although those were a net gain in new businesses in Durham, many large companies lessened the sizes of their workforce or closed operations entirely.

Data Source & Related Links

NC Employment Security Commission/Occupational Employment & Wages in NC (OES)
(<http://eslmi23.esc.state.nc.us/oeswage/>).

U. S. Census Bureau - Local Employment Dynamics
(<http://lehd.did.census.gov/led/datatools/qwiapp.html>).

Please note: The time series are refreshed every quarter, with the most recent data lagging the calendar quarter by about nine months.

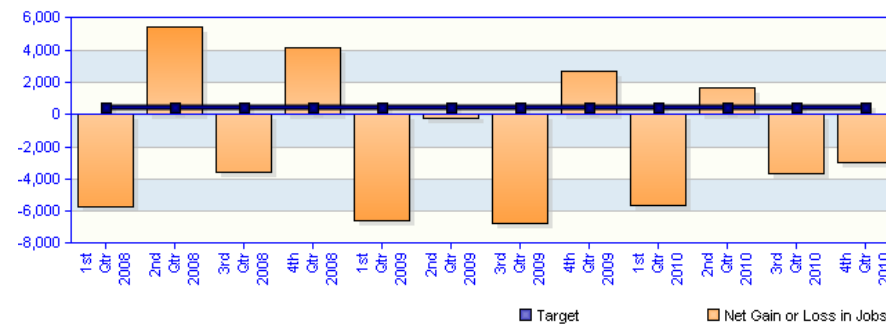
Improvement Plan

Commit existing resources (where available) to programs that encourage the retention and expansion of existing businesses, including financial and technical assistance programs. Continue to target business and industry recruitment efforts, particularly in industries that project high levels of job growth.

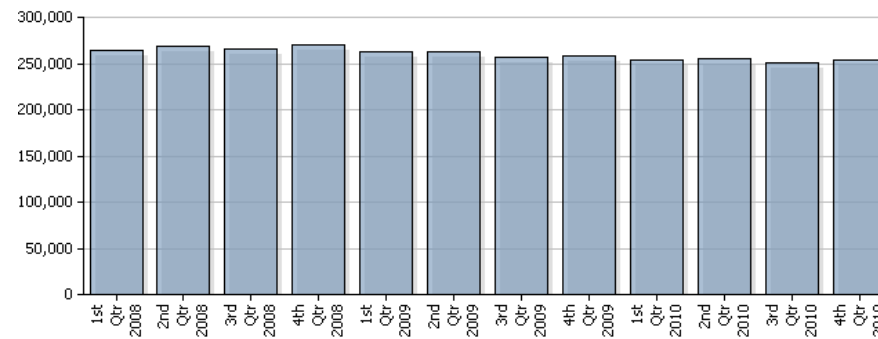
Initiatives

- Evaluate the Effectiveness of Existing Incentive Policies and Programs (Financial, Workforce Development and Infrastructure Based) that are Focused on Business Development
- Identify Specific Target Industries to Actively Recruit, Incentivize and Retain (i.e., Green or Biotech Industries)

Net Gain in Jobs



Jobs in Durham



Measure Data

Period	Status	Jobs	Net Gain or Loss in Jobs	Target
1st Qtr 2008	Below Target	264,262	-5,735	500
2nd Qtr 2008	At or Above Target	269,742	5,480	500
3rd Qtr 2008	Below Target	266,177	-3,565	500
4th Qtr 2008	At or Above Target	270,338	4,161	500
1st Qtr 2009	Below Target	263,767	-6,571	500
2nd Qtr 2009	Below Target	263,529	-238	500
3rd Qtr 2009	Below Target	256,748	-6,781	500
4th Qtr 2009	At or Above Target	259,414	2,666	500
1st Qtr 2010	Below Target	253,761	-5,653	500
2nd Qtr 2010	At or Above Target	255,458	1,697	500
3rd Qtr 2010	Below Target	251,804	-3,654	500
4th Qtr 2010	At or Above Target	254,749	-2,945	500
1st Qtr 2011	Undefined	0	0	0
2nd Qtr 2011	At or Above Target	0	0	0
3rd Qtr 2011	Below Target	0	0	0
4th Qtr 2011	Undefined	0	0	0
1st Qtr 2012	Undefined	0	0	0
2nd Qtr 2012	Undefined	0	0	0

Objectives

Target Business/Industry Recruitment Efforts



Number of Students Graduated from Local Jobs Training Programs


[Home](#)

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Target

Target is 8,020 which is based on the total average of graduates from local jobs training programs over the past three years.

Analysis

This measure represents the number of individuals that are graduating from local jobs training programs. It includes the numbers of individuals that have graduated from publicly funded occupational skill training programs (Durham Technical Community College and Durham JobLink), not those that may have graduated from privately funded programs, such as those at proprietary training institutions and other privately funded schools.

This measure matters because it shows how many people are completing publicly funded vocational programs each year. Because publicly-funded training programs are funded through tax dollars, this measure indicates how well the tax dollars paid by Durham residents and businesses are used to provide occupational skills training to Durham residents.

The economy has impacted the decision-making process of many individuals that have been laid off. A more robust economy may have typically led people to pursue employment opportunities. Instead, many have elected to return to school and/or pursue training opportunities in new fields.

Improvement Plan

Continue to provide community outreach and education related opportunities in emerging high growth industries. Continue to pursue grant funding to help make training at no or low cost to Durham residents.

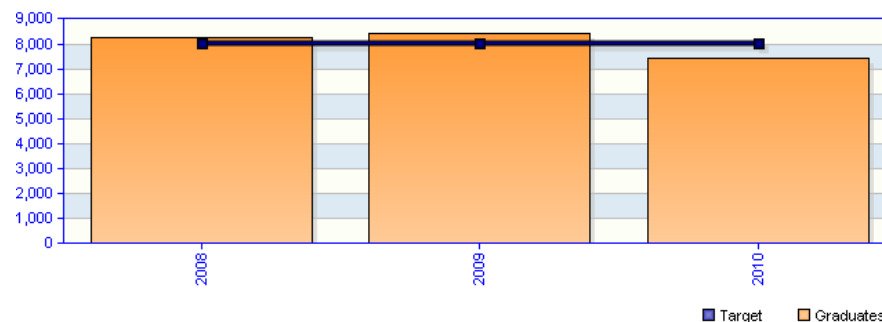
Initiatives

- Assess Existing Programs Supportive of Small Business/Start Ups to Determine Most Responsive Programs/Gaps that Need to be Addressed
- Expand Mayor's Summer Youth Works Program

Data Source & Related Links




1. Durham Technical College (<http://www.durhamtech.edu/>).
2. North Carolina Training Accountability and Reporting System (www.ncstars.org).
3. North Carolina Department of Commerce (<http://www.nccommerce.com/workforce>).
4. City of Durham - Office of Economic and Workforce Development (<http://www.durhamnc.gov/departments/eed/>).

Number of Students Graduated from Local Jobs Training Programs



Measure Data

Period	Status	Graduates	Target
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2008	 At or Above Target	8,236	8,020
2009	 At or Above Target	8,399	8,020
2010	 Below Target	7,425	8,020

Objectives

 Ensure Well Trained, Qualified Community Workforce

Target

The target of 72% is derived from the average percentage of growth from the last three school years.

Analysis

This measure refers to the rate at which students in Durham Public Schools are graduating from the school system and is important because the rate at which high school students are graduating from Durham Public Schools is an important indicator of work force preparation.

It is essential to have a high school diploma (and in most industries a college degree or some other form of specialized certification) for gainful employment in the twenty first century economy. Without a high school diploma, entry into post-secondary education is largely impossible.

Data Source & Related Links

North Carolina Department of Public Instruction - (<http://www.ncpublicschools.org/>).

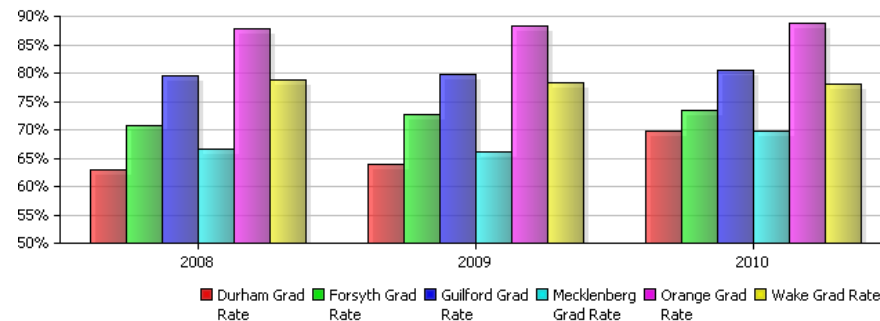
Improvement Plan

Continue to support drop out prevention programs and alternative education methods, such as the Performing Learning Center or programs offered at Holton Career Resource Center.

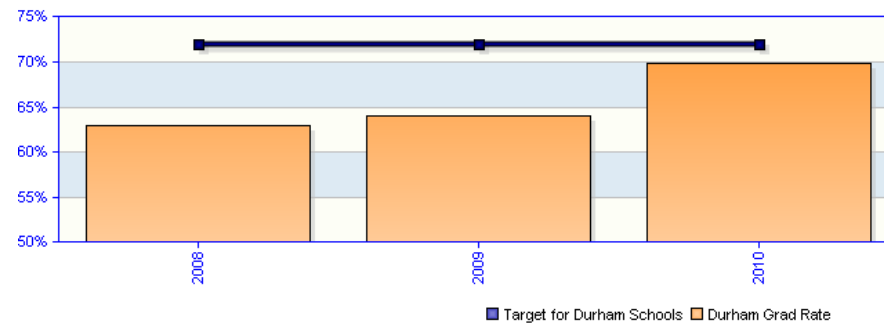
Initiatives

- Assess Existing Programs Supportive of Small Business/Start Ups to Determine Most Responsive Programs/Gaps that Need to be Addressed
- Expand Mayor's Summer Youth Works Program

High School Graduation Rate Percentage (Durham County Compared to Major NC Counties)



Durham High Schools' Graduation Rate Percentage



Measure Data

Period	Status	Durham Grad Rate	Forsyth Grad Rate	Guilford Grad Rate	Mecklenberg Grad Rate	Orange Grad Rate	Wake Grad Rate	Target for Durham Schools
2008	Below Target	63%	70.80%	79.70%	66.60%	87.90%	78.80%	72%
2009	Below Target	64%	72.70%	79.90%	66.10%	88.30%	78.40%	72%
2010	Slightly Below Target	69.80%	73.60%	80.70%	69.90%	89%	78.20%	72%

Objectives

▶ Ensure Well Trained, Qualified Community Workforce

Target

Target - maintain percentage of commercial tax base at 41%, residential at no more than 49% and other at no more than 10% .

Analysis

This measure refers to the percentage of the tax base that comes from commercial properties versus the percentage that comes from residential properties.

This measure matters because a more diverse tax base can better withstand the ebbs and flows in the economy. Also, the cost of essential services in a community can often be lower in a community when a substantial percentage of the tax base is commercial, because commercial properties have a generally lower service need than that of residential properties.



Data Source & Related Links

Source: Durham County Tax Office (<http://www.durhamcountync.gov/departments/txad/>)

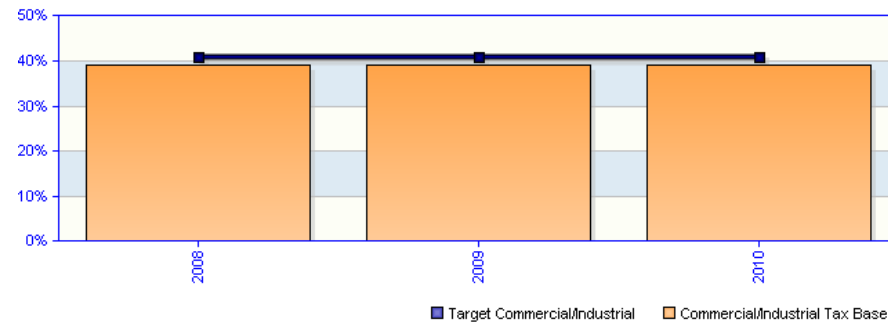
Improvement Plan

Continue to work on ways to streamline the development process so that more developments that will be built.

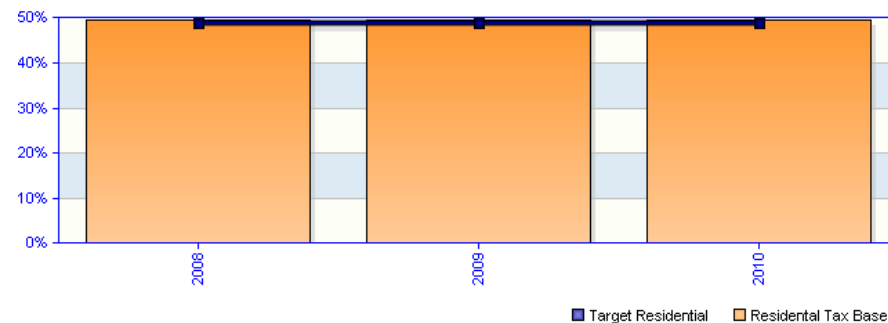
Initiatives

-  Conduct an Annexation Study in Order to Promote a Strong and Diverse Economy
-  Identify and Implement Further Development Review Process Improvements (Include Regulatory Issues)

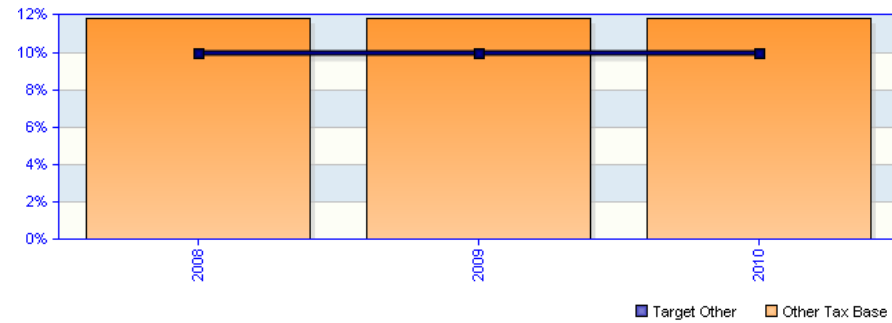
Ratio of Commercial/Industrial Tax Base



Ratio of Residential Tax Base



Ratio of Other Tax Base (Farm, Historical, Public Service and Registered Vehicles)



Measure Data

Period	Status	Commercial/Industrial Tax Base	Target Commercial/Industrial	Residential Tax Base	Target Residential	Other Tax Base	Target Other
2008	◆ At or Above Target	39%	41%	49.58%	49%	11.82%	10%
2009	◆ At or Above Target	39%	41%	49.58%	49%	11.82%	10%
2010	◆ At or Above Target	39%	41%	49.58%	49%	11.82%	10%

Objectives

- ◆ Create a Favorable Development Climate

Target

Target is to add 1,400 net new businesses each year.

Analysis

In each of the last three full calendar years, despite a worse economy than in previous years, the net new number of businesses grew each year.

From July 2007 through June 2010, there were 5,264 net new businesses (new business openings minus business closings) in Durham.

Between January 2010 and June 2011, over \$1.1 million in federal and local monies was spent by the Office of Economic and Workforce Development to aid in business retention and expansion. More businesses expanding could mean more job opportunities.

The target is based upon a conservative estimate of net new businesses we expect to locate in Durham, using the the lowest of the past three years as a benchmark.

Improvement Plan

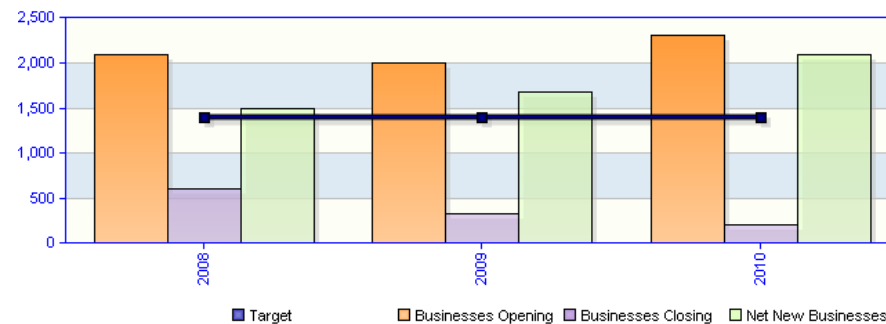
Continue to attract resources and commit existing resources where available to business expansion and retention so that there are fewer closings. Commit and facilitate the provision of classes, seminars, low cost business advice and connections to capital that help entrepreneurs start and grow businesses.

Data Source & Related Links

City of Durham Finance Department - Business Privilege Licensing Division

(http://www.durhamnc.gov/departments/finance/business_license.cfm).

Number of Businesses Relocating Into and Out of Durham



Measure Data

Period	Status	Businesses Opening	Businesses Closing	Net New Businesses	Target
2008	At or Above Target	2,092	599	1,493	1,400
2009	At or Above Target	2,006	332	1,674	1,400
2010	At or Above Target	2,304	207	2,097	1,400

Objectives



Target

Property Crime rate below 433 per month per 100,000 residents.

Analysis

Property crimes increased 2.2 percent from the previous fiscal year. During a 10-year span from 2000 through 2009, there was a 32.8 percent decline in property crime. For calendar year 2009, Durham was in the 2nd quartile of the 11-City SE Peer group for the lowest rate in property crime.

Data Source & Related Links

RAIDS Online.

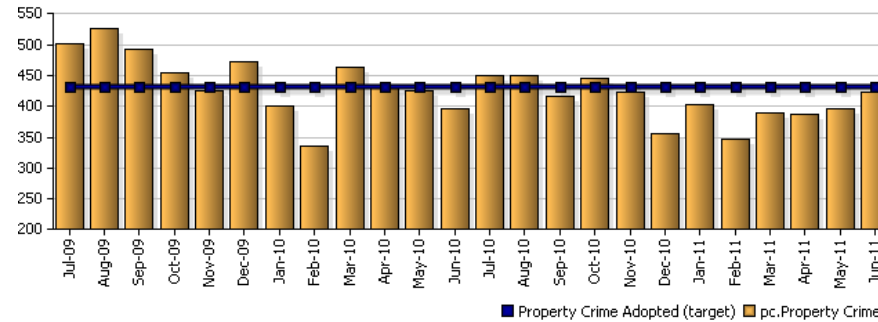
Improvement Plan

Maintain a property crime rate below 433 per month per 100,000 residents.

Measure Details

Property Crime Per 100,000 Residents

Property Crime per 100,000 Residents



Measure Data

Period	Status	Population	pc.Burglary	Property Crime Adopted (target)	pc.Larceny	pc.Motor Vehicle Theft	pc.Property Crime
Jan-09	At or Above Target	225,093	123.50	433	238.57	23.55	385.62
Feb-09	At or Above Target	225,093	90.63	433	200.36	23.99	314.98
Mar-09	At or Above Target	225,093	111.95	433	242.12	20.44	374.51
Apr-09	At or Above Target	225,093	133.28	433	258.12	19.55	410.94
May-09	At or Above Target	225,093	133.28	433	250.56	27.99	411.83
Jun-09	At or Above Target	225,093	146.61	433	263.89	19.99	430.49
Jul-09	Below Target	225,093	169.26	433	306.10	26.66	502.01

Aug-09	 Below Target	225,093	168.37	433	314.98	42.20	525.56
Sep-09	 Below Target	225,093	144.83	433	312.32	35.54	492.69
Oct-09	 Slightly Below Target	225,093	124.39	433	301.65	28.88	454.92
Nov-09	 At or Above Target	225,093	144.83	433	251.90	28.88	425.60
Dec-09	 Below Target	225,093	132.83	433	307.87	31.99	472.69
Jan-10	 At or Above Target	229,171	139.20	433	235.63	26.18	401.01
Feb-10	 At or Above Target	229,171	105.16	433	209.01	20.51	334.68
Mar-10	 Below Target	229,171	139.20	433	296.72	27.49	463.41
Apr-10	 At or Above Target	229,171	137.45	433	270.98	22.25	430.68
May-10	 At or Above Target	229,171	126.54	433	268.36	30.98	425.88
Jun-10	 At or Above Target	229,171	127.42	433	248.29	20.95	396.65
Jul-10	 Slightly Below Target	229,171	142.25	433	279.70	27.93	449.88
Aug-10	 Slightly Below Target	229,171	122.18	433	290.61	37.53	450.32
Sep-10	 At or Above Target	229,171	118.69	433	261.81	35.34	415.85
Oct-10	 Slightly Below Target	229,171	147.49	433	275.78	22.25	445.52
Nov-10	 At or Above Target	229,171	157.52	433	242.18	23.56	423.26
Dec-10	 At or Above Target	229,171	144.87	433	193.31	17.89	356.07
Jan-11	 At or Above Target	229,171	147.49	433	236.94	19.20	403.63
Feb-11	 At or Above Target	229,171	107.34	433	221.67	17.02	346.03
Mar-11	 At or Above Target	229,171	153.60	433	217.74	17.89	389.23
Apr-11	 At or Above Target	229,171	135.27	433	233.45	19.20	387.92
May-11	 At or Above Target	229,171	132.22	433	244.80	18.76	396.77
Jun-11	 At or Above Target	229,171	147.92	433	247.41	28.80	424.14
Jul-11	— Undefined		137.89	433	261.38	25.31	424.57
Aug-11	— Undefined		153.60	433	297.59	37.96	489.15
Sep-11	— Undefined						

Oct-11	Undefined						
Nov-11	Undefined						
Dec-11	Undefined						
Jan-12	Undefined						
Feb-12	Undefined						
Mar-12	Undefined						
Apr-12	Undefined						
May-12	Undefined						
Jun-12	Undefined						

Main Measure

◆ Part 1 Property Crimes Per 100,000 Residents



Property Crime Per 100,000 Residents



Home



Scorecard



Initiatives

Target

Property Crime rate below 433 per month per 100,000 residents.

Analysis

Property crimes increased 2.2 percent from the previous fiscal year. During a 10-year span from 2000 through 2009, there was a 32.8 percent decline in property crime. For calendar year 2009, Durham was in the 2nd quartile of the 11-City SE Peer group for the lowest rate in both property crime.

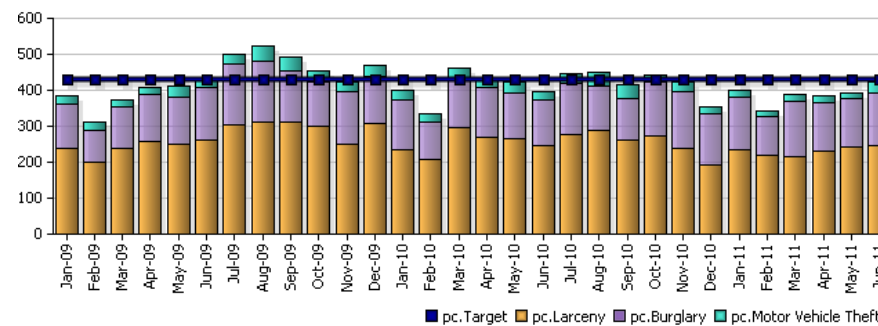
Improvement Plan

Maintain a property crime rate below 433 per month per 100,000 residents.

Data Source & Related Links

RAIDS Online.

Property Crime Rates



Measure Data

Period	Status	Population	pc.Burglary	pc.Larceny	pc.Motor Vehicle Theft	pc.Target
Jan-09	At or Above Target	225,093	123.50	238.57	23.55	433
Feb-09	At or Above Target	225,093	90.63	200.36	23.99	433
Mar-09	At or Above Target	225,093	111.95	242.12	20.44	433
Apr-09	At or Above Target	225,093	133.28	258.12	19.55	433
May-09	At or Above Target	225,093	133.28	250.56	27.99	433
Jun-09	At or Above Target	225,093	146.61	263.89	19.99	433
Jul-09	Below Target	225,093	169.26	306.10	26.66	433
Aug-09	Below Target	225,093	168.37	314.98	42.20	433
Sep-09	Below Target	225,093	144.83	312.32	35.54	433
Oct-09	Slightly Below Target	225,093	124.39	301.65	28.88	433

Nov-09	◆ At or Above Target	225,093	144.83	251.90	28.88	433
Dec-09	● Below Target	225,093	132.83	307.87	31.99	433
Jan-10	◆ At or Above Target	229,171	139.20	235.63	26.18	433
Feb-10	◆ At or Above Target	229,171	105.16	209.01	20.51	433
Mar-10	● Below Target	229,171	139.20	296.72	27.49	433
Apr-10	◆ At or Above Target	229,171	137.45	270.98	22.25	433
May-10	◆ At or Above Target	229,171	126.54	268.36	30.98	433
Jun-10	◆ At or Above Target	229,171	127.42	248.29	20.95	433
Jul-10	▲ Slightly Below Target	229,171	142.25	279.70	27.93	433
Aug-10	▲ Slightly Below Target	229,171	122.18	290.61	37.53	433
Sep-10	◆ At or Above Target	229,171	118.69	261.81	35.34	433
Oct-10	▲ Slightly Below Target	229,171	147.49	275.78	22.25	433
Nov-10	◆ At or Above Target	229,171	157.52	242.18	23.56	433
Dec-10	◆ At or Above Target	229,171	144.87	193.31	17.89	433
Jan-11	◆ At or Above Target	229,171	147.49	236.94	19.20	433
Feb-11	◆ At or Above Target	229,171	107.34	221.67	17.02	433
Mar-11	◆ At or Above Target	229,171	153.60	217.74	17.89	433
Apr-11	◆ At or Above Target	229,171	135.27	233.45	19.20	433
May-11	◆ At or Above Target	229,171	132.22	244.80	18.76	433
Jun-11	◆ At or Above Target	229,171	147.92	247.41	28.80	433
Jul-11	— Undefined	229,171	137.89	261.38	25.31	433
Aug-11	— Undefined	229,171	153.60	297.59	37.96	433
Sep-11	— Undefined					
Oct-11	— Undefined					
Nov-11	— Undefined					
Dec-11	— Undefined					
Jan-12	— Undefined					
Feb-12	— Undefined					
Mar-12	— Undefined					
Apr-12	— Undefined					
May-12	— Undefined					
Jun-12	— Undefined					

Outcome Measure

◆ Part 1 Property Crimes Per 100,000 Residents



Part 1 Violent Crimes Per 100,000 Residents

Target

Violent Crime rate below 66 per month per 100,000 residents.

Analysis

Violent crimes declined 7.8 percent. During a 10-year span from 2000 through 2009, there was a 28.4 percent decline in violent crime. For calendar year 2009, Durham was in the 2nd quartile of the 11-City SE Peer group for the lowest rate in violent crime.

Improvement Plan

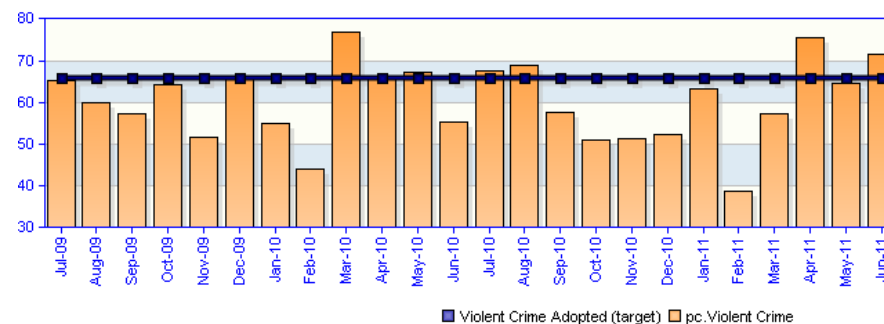
Maintain a violent crime rate below 66 per month per 100,000 residents.

Measure Details



Violent Crimes Per 100,000 Residents

Violent Crime per 100,000 Population



Measure Data

Period	Status	Population	pc.Violent Crime	Violent Crime Adopted (target)	pc.Property Crimes	Property Crime Adopted (target)
Jan-09	At or Above Target	225,093	46.20	66	385.62	433
Feb-09	At or Above Target	225,093	40	66	314.98	433
Mar-09	At or Above Target	225,093	60.86	66	374.51	433
Apr-09	Slightly Below Target	225,093	67.53	66	410.94	433
May-09	Below Target	225,093	74.19	66	411.83	433
Jun-09	At or Above Target	225,093	59.98	66	430.49	433
Jul-09	At or Above Target	225,093	65.31	66	502.01	433
Aug-09	At or Above Target	225,093	59.98	66	525.56	433
Sep-09	At or Above Target	225,093	57.31	66	492.69	433
Oct-09	At or Above Target	225,093	64.42	66	454.92	433

Nov-09	◆ At or Above Target	225,093	51.53	66	425.60	433
Dec-09	▲ Slightly Below Target	225,093	66.19	66	472.69	433
Jan-10	◆ At or Above Target	229,171	54.98	66	401.01	433
Feb-10	◆ At or Above Target	229,171	44.07	66	334.68	433
Mar-10	● Below Target	229,171	76.80	66	463.41	433
Apr-10	◆ At or Above Target	229,171	65.45	66	430.68	433
May-10	▲ Slightly Below Target	229,171	67.20	66	425.88	433
Jun-10	◆ At or Above Target	229,171	55.42	66	396.65	433
Jul-10	▲ Slightly Below Target	229,171	67.64	66	449.88	433
Aug-10	▲ Slightly Below Target	229,171	68.94	66	450.32	433
Sep-10	◆ At or Above Target	229,171	57.60	66	415.85	433
Oct-10	◆ At or Above Target	229,171	51.05	66	445.52	433
Nov-10	◆ At or Above Target	229,171	51.49	66	423.26	433
Dec-10	◆ At or Above Target	229,171	52.36	66	356.07	433
Jan-11	◆ At or Above Target	229,171	63.27	66	403.63	433
Feb-11	◆ At or Above Target	229,171	38.84	66	346.03	433
Mar-11	◆ At or Above Target	229,171	57.16	66	389.23	433
Apr-11	● Below Target	229,171	75.49	66	387.92	433
May-11	◆ At or Above Target	229,171	64.58	66	396.77	433
Jun-11	● Below Target	229,171	71.56	66	424.14	433
Jul-11	— Undefined	229,171	64.14	66	424.57	433
Aug-11	— Undefined	229,171	73.31	66	489.15	433
Sep-11	— Undefined					
Oct-11	— Undefined					
Nov-11	— Undefined					
Dec-11	— Undefined					
Jan-12	— Undefined					
Feb-12	— Undefined					
Mar-12	— Undefined					
Apr-12	— Undefined					
May-12	— Undefined					
Jun-12	— Undefined					

Main Measure



Part 1 Violent Crimes Per 100,000 Residents



Violent Crimes Per 100,000 Residents


[Home](#)

[Scorecard](#)

[Initiatives](#)

Target

Violent Crime rate below 66 per month per 100,000 residents.

Analysis

Violent crimes declined 7.8 percent from the previous fiscal year. During a 10-year span from 2000 through 2009, there was a 28.4 percent decline in violent crime. For calendar year 2009, Durham was in the 2nd quartile of the 11-City SE Peer group for the lowest rate in violent crime.

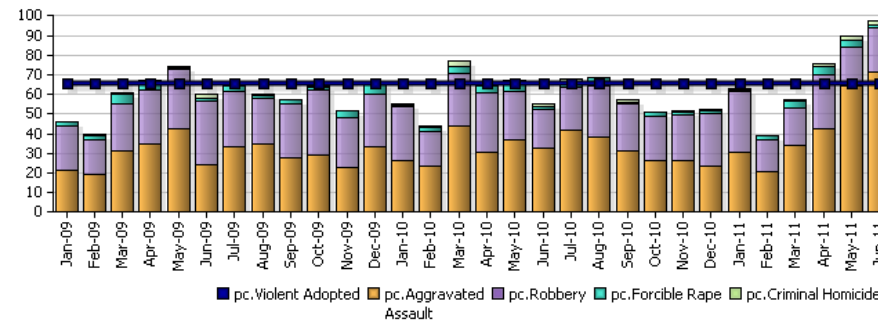
Improvement Plan

Maintain a violent crime rate below 66 per month per 100,000 residents

Data Source & Related Links

RAIDS Online.

Violent Crimes Per Capita



Measure Data

Period	Status	pc.Criminal Homicide	pc.Forcible Rape	pc.Robbery	pc.Aggravated Assault	pc.Violent Adopted
Jan-09	At or Above Target	0	2.22	22.21	21.77	66
Feb-09	At or Above Target	0.44	2.22	17.77	19.10	66
Mar-09	At or Above Target	0.89	4.89	23.55	31.54	66
Apr-09	Slightly Below Target	2.22	2.67	27.99	34.65	66
May-09	Below Target	0.44	0.89	30.21	42.65	66
Jun-09	At or Above Target	2.22	1.33	32.43	23.99	66
Jul-09	At or Above Target	0.89	2.67	28.43	33.32	66
Aug-09	At or Above Target	0.44	1.78	23.10	34.65	66
Sep-09	At or Above Target	0	1.78	27.54	27.99	66
Oct-09	At or Above Target	0.44	1.33	33.32	29.32	66

Nov-09	◆ At or Above Target	0	3.55	24.88	23.10	66
Dec-09	◆ At or Above Target	1.33	4.44	26.66	33.76	66
Jan-10	◆ At or Above Target	0.44	0.87	27.49	26.18	66
Feb-10	◆ At or Above Target	0.87	2.18	17.45	23.56	66
Mar-10	● Below Target	2.18	3.93	26.62	44.07	66
Apr-10	◆ At or Above Target	1.31	3.05	30.11	30.98	66
May-10	◆ At or Above Target	0.44	4.80	25.31	36.65	66
Jun-10	◆ At or Above Target	1.31	1.31	20.07	32.73	66
Jul-10	▲ Slightly Below Target	1.31	2.62	21.82	41.89	66
Aug-10	● Below Target	0.44	4.36	25.74	38.40	66
Sep-10	◆ At or Above Target	1.31	0.87	24.00	31.42	66
Oct-10	◆ At or Above Target	0	2.18	22.25	26.62	66
Nov-10	◆ At or Above Target	0.44	1.75	22.69	26.62	66
Dec-10	◆ At or Above Target	0.44	1.31	27.05	23.56	66
Jan-11	◆ At or Above Target	0.87	0.87	30.54	30.98	66
Feb-11	◆ At or Above Target	0	2.18	16.15	20.51	66
Mar-11	◆ At or Above Target	0.44	3.49	18.76	34.47	66
Apr-11	● Below Target	1.31	3.93	27.49	42.76	66
May-11	● Below Target	2.18	3.49	19.64	64.58	66
Jun-11	◆ At or Above Target	1.75	1.31	22.69	71.56	66
Jul-11	— Undefined	0.87	2.62	21.82	38.84	66
Aug-11	— Undefined	0	5.24	33.16	34.91	66
Sep-11	— Undefined					
Oct-11	— Undefined					
Nov-11	— Undefined					
Dec-11	— Undefined					
Jan-12	— Undefined					
Feb-12	— Undefined					
Mar-12	— Undefined					
Apr-12	— Undefined					
May-12	— Undefined					
Jun-12	— Undefined					

Outcome Measure

● Part 1 Violent Crimes Per 100,000 Residents

Target

Violent crime clearance rate above 45 percent and a property crime clearance rate above 22 percent.

Analysis

The violent crime clearance rate increased 11 percentage points from 36 percent in FY 2008-09 to 47 percent in FY 2009-10, and the property crime clearance rate increased 1 percentage point. In calendar year 2010, the Durham Police Department had a clearance rate above the FBI's national average in every index crime category.

Data Source & Related Links

RAIDS Online.

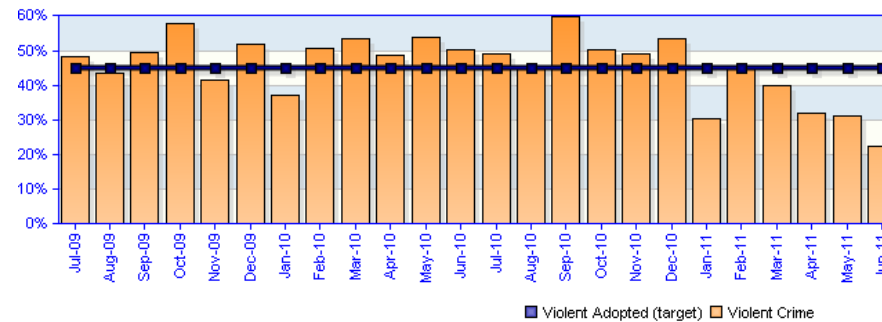
Improvement Plan

Maintain a violent crime clearance rate above 45 percent and a property crime clearance rate above 22 percent.

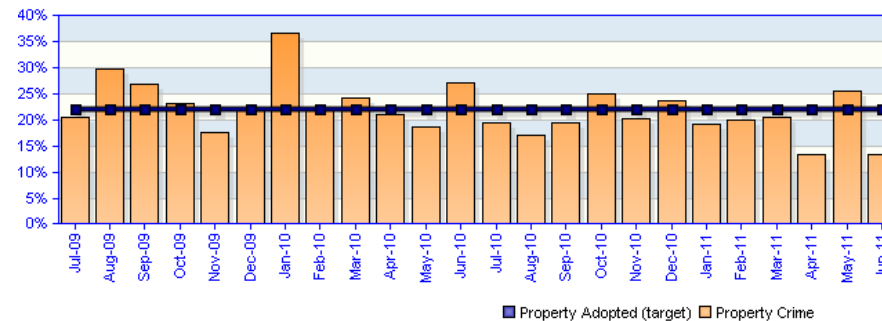
Measure Details

- Property Crime Clearance
- Violent Crime Clearance

Violent Crime Clearance Rate



Property Clearance Rate



Measure Data						
Period	Status	Violent Crime	Property Crime	Total Index Crime	Violent Adopted (target)	Property Adopted (target)
Jan-09	▬ Undefined	53.85%	32.49%	34.77%	45%	22%
Feb-09	▬ Undefined	42.70%	36.11%	36.84%	45%	22%
Mar-09	▬ Undefined	50.36%	29.77%	32.65%	45%	22%
Apr-09	▬ Undefined	43.42%	27%	29.31%	45%	22%
May-09	▬ Undefined	44.31%	29.59%	31.84%	45%	22%
Jun-09	▬ Undefined	49.63%	20.31%	23.89%	45%	22%
Jul-09	▬ Undefined	48.30%	20.57%	23.76%	45%	22%
Aug-09	▬ Undefined	43.70%	29.92%	31.34%	45%	22%
Sep-09	▬ Undefined	49.61%	26.78%	29.16%	45%	22%
Oct-09	▬ Undefined	57.93%	23.09%	27.42%	45%	22%
Nov-09	▬ Undefined	41.38%	17.54%	20.11%	45%	22%
Dec-09	▬ Undefined	51.68%	22.51%	26.09%	45%	22%
Jan-10	▬ Undefined	37.30%	36.78%	36.84%	45%	22%
Feb-10	▬ Undefined	50.50%	21.90%	25.23%	45%	22%
Mar-10	▬ Undefined	53.41%	24.29%	28.43%	45%	22%
Apr-10	▬ Undefined	48.67%	20.97%	24.63%	45%	22%
May-10	▬ Undefined	53.90%	18.55%	23.36%	45%	22%
Jun-10	▬ Undefined	50.39%	27.17%	30.02%	45%	22%
Jul-10	▬ Undefined	49.03%	19.59%	23.44%	45%	22%
Aug-10	▬ Undefined	45.57%	17.15%	20.92%	45%	22%
Sep-10	▬ Undefined	59.85%	19.41%	24.33%	45%	22%
Oct-10	▬ Undefined	50.43%	25.07%	27.68%	45%	22%
Nov-10	▬ Undefined	49.15%	20.31%	23.44%	45%	22%
Dec-10	▬ Undefined	53.33%	23.65%	27.46%	45%	22%
Jan-11	▬ Undefined	30.34%	19.24%	20.75%	45%	22%
Feb-11	▬ Undefined	45.45%	20.05%	22.56%	45%	22%
Mar-11	▬ Undefined	40%	20.51%	22.01%	45%	22%
Apr-11	▬ Undefined	31.79%	13.27%	16.29%	45%	22%
May-11	😬 YellowFace	31.08%	25.58%	26.35%	45%	22%
Jun-11	🟩 At or Above Target	22.56%	13.48%	16.22%	45%	22%
Jul-11	▬ Undefined	43.54%	21.09%	24.04%	45%	23%
Aug-11	▬ Undefined	41.67%	13.92%	17.53%	45%	23%
Sep-11	▬ Undefined					
Oct-11	▬ Undefined					
Nov-11	▬ Undefined					

Dec-11	Undefined					
Jan-12	Undefined					
Feb-12	Undefined					
Mar-12	Undefined					
Apr-12	Undefined					
May-12	Undefined					
Jun-12	Undefined					

Main Measure

 Crime Clearance Rates

Target

Property crime clearance rate above 22 percent.

Analysis

The property crime clearance rate increased 1 percentage point in FY 2009-10. In calendar year 2010, the Durham Police Department had a clearance rate above the FBI's national average in every index crime category.

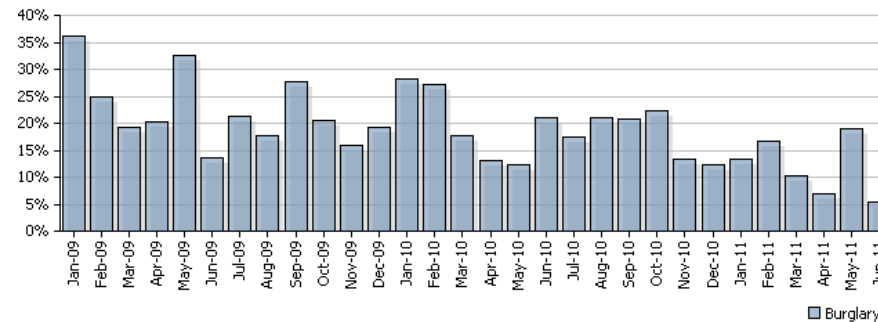
Improvement Plan

Maintain a property crime clearance rate above 22 percent.

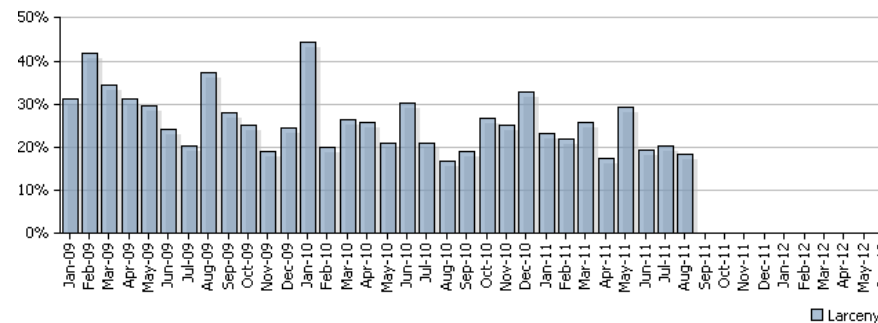
Data Source & Related Links

RAIDS Online.

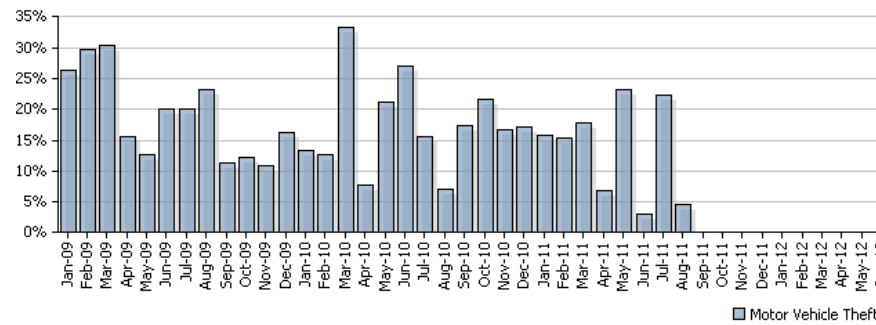
Property Crime Clearance (Burglary)



Property Crime Clearance (Larceny)



Property Crime Clearance (Motor Vehicle Theft)



Measure Data

Period	Status	Burglary	Larceny	Motor Vehicle Theft
Jan-09	— Undefined	36.33%	31.10%	26.42%
Feb-09	— Undefined	25%	41.91%	29.63%
Mar-09	— Undefined	19.44%	34.50%	30.43%
Apr-09	— Undefined	20.33%	31.33%	15.56%
May-09	— Undefined	32.78%	29.79%	12.70%
Jun-09	— Undefined	13.60%	24.07%	20%
Jul-09	— Undefined	21.32%	20.20%	20%
Aug-09	— Undefined	17.94%	37.24%	23.16%
Sep-09	— Undefined	27.91%	28.02%	11.25%
Oct-09	— Undefined	20.71%	25.11%	12.31%
Nov-09	— Undefined	15.95%	19.19%	10.94%
Dec-09	— Undefined	19.40%	24.53%	16.22%
Jan-10	— Undefined	28.21%	44.44%	13.33%
Feb-10	— Undefined	27.39%	20.04%	12.77%
Mar-10	— Undefined	17.87%	26.47%	33.33%
Apr-10	— Undefined	13.33%	25.93%	7.84%
May-10	— Undefined	12.41%	21.14%	21.13%
Jun-10	— Undefined	21.23%	30.23%	27.08%
Jul-10	— Undefined	17.48%	21.06%	15.63%
Aug-10	— Undefined	21.07%	16.82%	6.98%
Sep-10	— Undefined	20.96%	19%	17.28%
Oct-10	— Undefined	22.49%	26.74%	21.57%
Nov-10	— Undefined	13.57%	25.05%	16.67%
Dec-10	— Undefined	12.35%	32.73%	17.07%

Jan-11	▬ Undefined	13.35%	23.16%	15.91%
Feb-11	▬ Undefined	16.67%	22.05%	15.38%
Mar-11	▬ Undefined	10.51%	25.80%	17.78%
Apr-11	▬ Undefined	7.10%	17.38%	6.82%
May-11	▬ Undefined	19.14%	29.23%	23.26%
Jun-11	● Target Pending	5.60%	19.40%	3.03%
Jul-11	▬ Undefined	22.47%	20.20%	22.41%
Aug-11	▬ Undefined	7.67%	18.33%	4.60%
Sep-11	▬ Undefined			
Oct-11	▬ Undefined			
Nov-11	▬ Undefined			
Dec-11	▬ Undefined			
Jan-12	▬ Undefined			
Feb-12	▬ Undefined			
Mar-12	▬ Undefined			
Apr-12	▬ Undefined			
May-12	▬ Undefined			
Jun-12	▬ Undefined			

Outcome Measure



Crime Clearance Rate

Target

Violent crime clearance rate above 45 percent.

Analysis

The violent crime clearance rate increased 11 percentage points from 36 percent in FY 2008-09 to 47 percent in FY 2009-10. In calendar year 2010, the police department had a clearance rate above the FBI's national average in every index crime category.

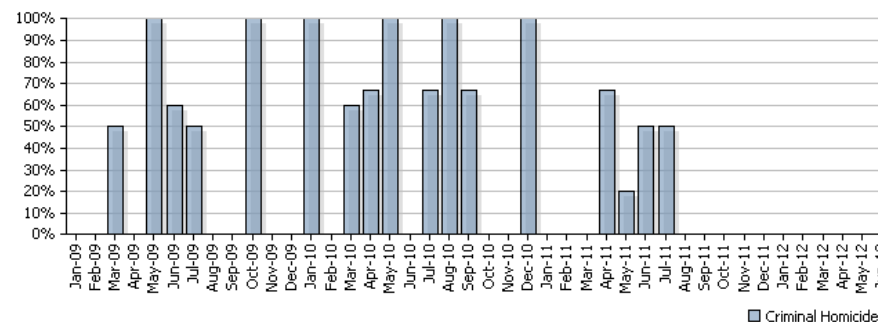
Improvement Plan

Maintain a violent crime clearance rate above 45 percent.

Data Source & Related Links

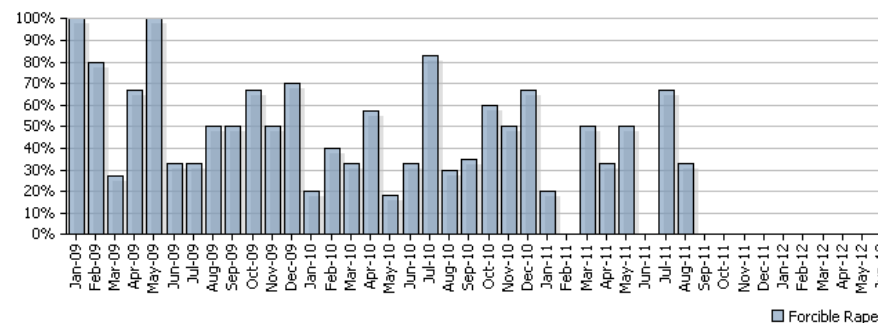
RAIDS Online.

Violent Crime Clearance (Criminal Homicide)



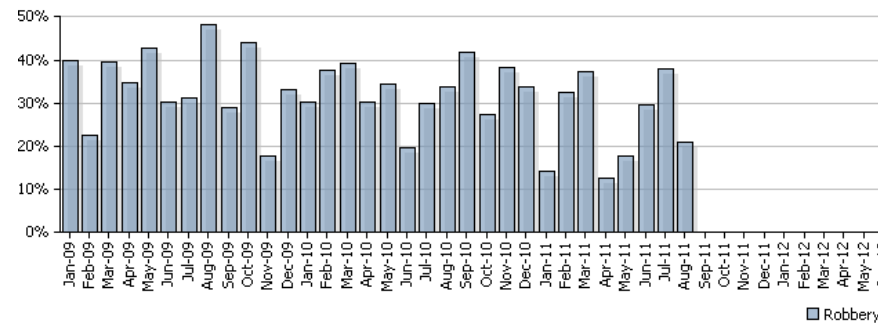
■ Criminal Homicide

Violent Crime Clearance (Forcible Rape)

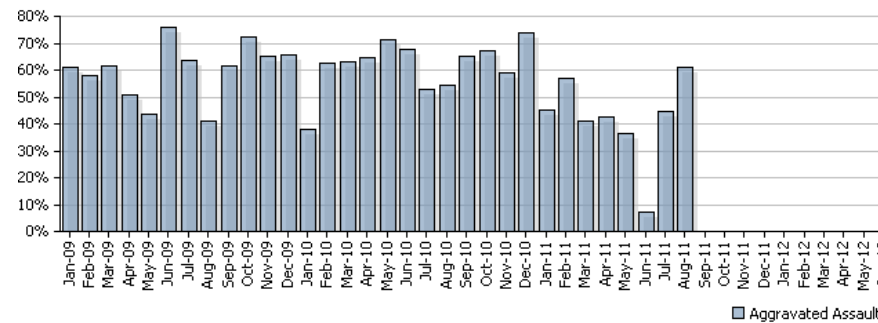


■ Forcible Rape

Violent Crime Clearance (Robbery)



Violent Crime Clearance (Aggravated Assault)



Measure Data

Period	Status	Criminal Homicide	Forcible Rape	Robbery	Aggravated Assault
Jan-09	Undefined	0%	100%	40%	61.22%
Feb-09	Undefined	0%	80%	22.50%	58.14%
Mar-09	Undefined	50%	27.27%	39.62%	61.97%
Apr-09	Undefined	0%	66.67%	34.92%	51.28%
May-09	Undefined	100%	100%	42.65%	43.75%
Jun-09	Undefined	60%	33.33%	30.14%	75.93%
Jul-09	Undefined	50%	33.33%	31.25%	64%
Aug-09	Undefined	0%	50%	48.08%	41.03%
Sep-09	Undefined	0%	50%	29.03%	61.90%
Oct-09	Undefined	100%	66.67%	44%	72.73%
Nov-09	Undefined	0%	50%	17.86%	65.38%
Dec-09	Undefined	0%	70%	33.33%	65.79%

Jan-10	▬ Undefined	100%	20%	30.16%	38.33%
Feb-10	▬ Undefined	0%	40%	37.50%	62.96%
Mar-10	▬ Undefined	60%	33.33%	39.34%	63.37%
Apr-10	▬ Undefined	66.67%	57.14%	30.43%	64.79%
May-10	▬ Undefined	100%	18.18%	34.48%	71.43%
Jun-10	▬ Undefined	0%	33.33%	19.57%	68%
Jul-10	▬ Undefined	66.67%	83.33%	30%	53.13%
Aug-10	▬ Undefined	100%	30%	33.90%	54.55%
Sep-10	▬ Undefined	66.67%	35%	41.82%	65.28%
Oct-10	▬ Undefined	0%	60%	27.45%	67.21%
Nov-10	▬ Undefined	0%	50%	38.46%	59.02%
Dec-10	▬ Undefined	100%	66.67%	33.87%	74.07%
Jan-11	▬ Undefined	0%	20%	14.29%	45.33%
Feb-11	▬ Undefined	0%	0%	32.43%	57.14%
Mar-11	▬ Undefined	0%	50%	37.21%	41.03%
Apr-11	▬ Undefined	66.67%	33.33%	12.70%	42.86%
May-11	▬ Undefined	20%	50%	17.78%	36.67%
Jun-11	● Target Pending	50%	0%	29.52%	7.69%
Jul-11	▬ Undefined	50%	66.67%	38%	44.94%
Aug-11	▬ Undefined	0%	33.33%	21.05%	61.25%
Sep-11	▬ Undefined				
Oct-11	▬ Undefined				
Nov-11	▬ Undefined				
Dec-11	▬ Undefined				
Jan-12	▬ Undefined				
Feb-12	▬ Undefined				
Mar-12	▬ Undefined				
Apr-12	▬ Undefined				
May-12	▬ Undefined				
Jun-12	▬ Undefined				

Outcome Measure



Crime Clearance Rate



Priority 1 (Emergency Calls) Response Time

Target

Response time below 6.5 minutes for Priority 1 calls for service, with greater than 52 percent being answered in under 5 minutes.

Analysis

In fiscal year 2009-10, the average response time for Priority 1 calls for service was 6.1 minutes, and 53.3 percent of the calls were answered in under 5 minutes.

Both response time measures were better than the adopted (target) performance indicators of 6.5 minutes and 52 percent of calls, respectively.

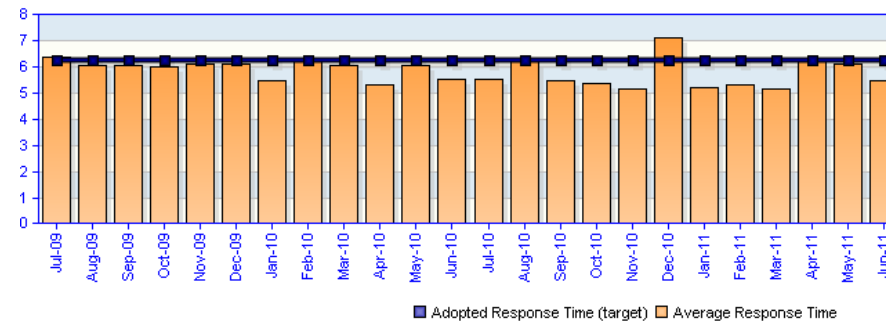
Improvement Plan

Maintain a response time below 6.5 minutes for Priority 1 calls for service, with greater than 52 percent being answered in less than 5 minutes.

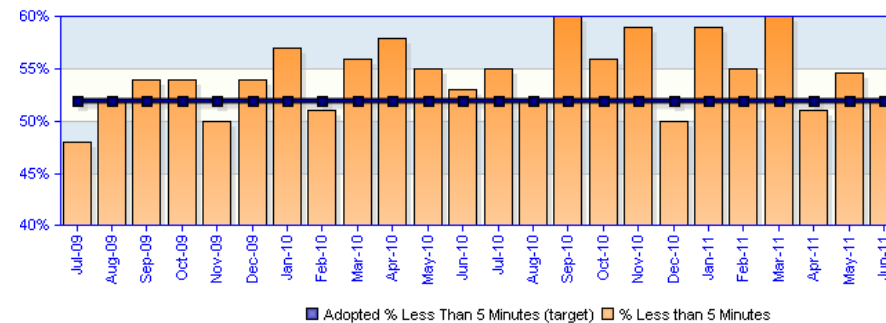
Data Source & Related Links

Durham Police Department [Crime Mapper](#).

Average Priority 1 (Emergency Calls) Response Time in Minutes



Percent of Police Priority 1 (Emergency Calls) Less Than 5 Minutes



Measure Data						
Period	Status	Calls for Service	Average Response Time	% Less than 5 Minutes	Adopted Response Time (target)	Adopted % Less Than 5 Minutes (target)
Jan-09	At or Above Target	564	5.20	60%	6.30	52%
Feb-09	At or Above Target	513	6.13	56%	6.30	52%
Mar-09	At or Above Target	586	5.33	56%	6.30	52%
Apr-09	At or Above Target	605	6.18	52%	6.30	52%
May-09	At or Above Target	514	6.19	56%	6.30	52%
Jun-09	At or Above Target	568	5.56	54%	6.30	52%
Jul-09	Below Target	637	6.40	48%	6.30	52%
Aug-09	At or Above Target	624	6.08	52%	6.30	52%
Sep-09	At or Above Target	585	6.04	54%	6.30	52%
Oct-09	Slightly Below Target	517	6.01	54%	6.30	52%
Nov-09	At or Above Target	559	6.13	50%	6.30	52%
Dec-09	At or Above Target	503	6.13	54%	6.30	52%
Jan-10	At or Above Target	510	5.48	57%	6.30	52%
Feb-10	Slightly Below Target	460	6.29	51%	6.30	52%
Mar-10	Below Target	527	6.05	56%	6.30	52%
Apr-10	At or Above Target	508	5.31	58%	6.30	52%
May-10	At or Above Target	549	6.04	55%	6.30	52%
Jun-10	At or Above Target	517	5.55	53%	6.30	52%
Jul-10	At or Above Target	561	5.53	55%	6.30	52%
Aug-10	At or Above Target	546	6.22	52%	6.30	52%
Sep-10	At or Above Target	514	5.46	60%	6.30	52%
Oct-10	At or Above Target	505	5.38	56%	6.30	52%
Nov-10	At or Above Target	477	5.18	59%	6.30	52%
Dec-10	Below Target	535	7.12	50%	6.30	52%
Jan-11	At or Above Target	533	5.23	59%	6.30	52%
Feb-11	At or Above Target	447	5.32	55%	6.30	52%
Mar-11	At or Above Target	544	5.18	60%	6.30	52%
Apr-11	At or Above Target	575	6.23	51%	6.30	52%
May-11	Slightly Below Target	611	6.12	54.64%	6.30	52%
Jun-11	At or Above Target	560	5.50	52%	6.30	52%

Main Measure

Percent of Emergency Response Times within Set Standards

Targets

EMS/Fire/Rescue: less than or equal to 7 minutes (1st arriver Metro-Urban area) AND less than or equal to 8 minutes (1st arriver/Suburban area)
 Fire: less than or equal to 11 minutes (full force/ Metro-Urban area) AND less than or equal to 13 minutes (full/force/Suburban area)

Analysis

Total response times in both population densities (metropolitan/urban and suburban) exceed the department's stated benchmarks and nationally recognized best practices.

Improvement Plan

The department must examine the individual components of response time (call processing, turnout, and travel) to determine the location and magnitude of any deficits.

Data Source & Related Links

Durham 911 Emergency Communications.

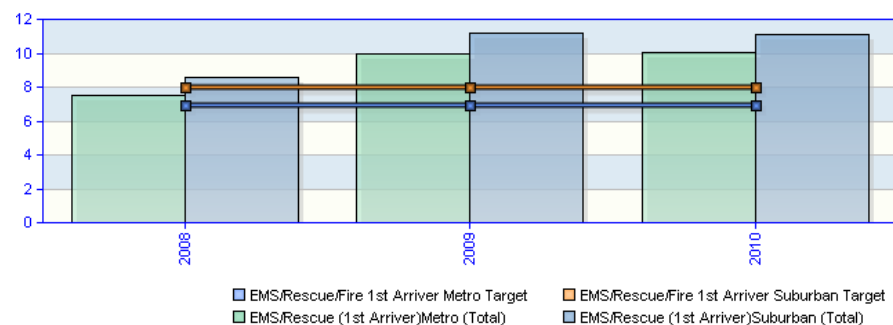
Durham Fire Department.

Measure Details

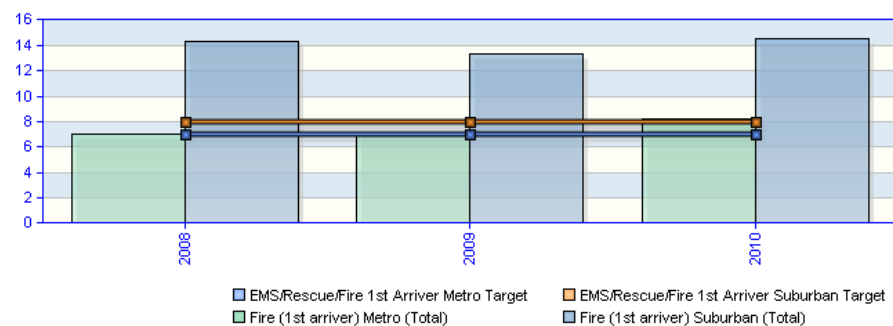


Call Processing, Turnout, and Travel

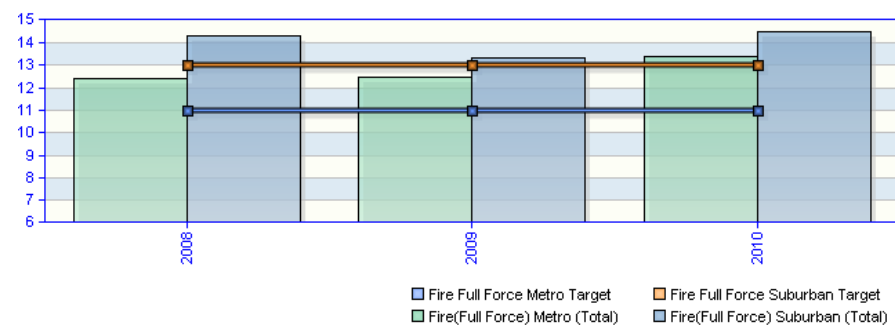
EMS/Rescue 1st Arrival Response Times



Fire 1st Arrival Response Times



Fire Full Force Arrival Times



Measure Data

Series	2010
EMS/Rescue (1st Arriver)Metro (Total)	10.10
EMS/Rescue (1st Arriver)Suburban (Total)	11.15
Fire (1st arriver) Metro (Total)	8.19
Fire(Full Force) Metro (Total)	13.35
Fire (1st arriver) Suburban (Total)	14.51
Fire(Full Force) Suburban (Total)	14.51
EMS/Rescue/Fire 1st Arriver Metro Target	7
EMS/Rescue/Fire 1st Arriver Suburban Target	8
Fire Full Force Metro Target	11
Fire Full Force Suburban Target	13

Objectives

▶ Percent of Emergency Response Times within Set Standards

Target

National Percentage is 46%. Durham's Target Percentage is 50%.

Analysis

The national percentage is 46%. Durham is somewhat lower than the national percentage. The city's target was 50%, set somewhat higher than historical performance and somewhat higher than the national average. The performance was 5% below target.

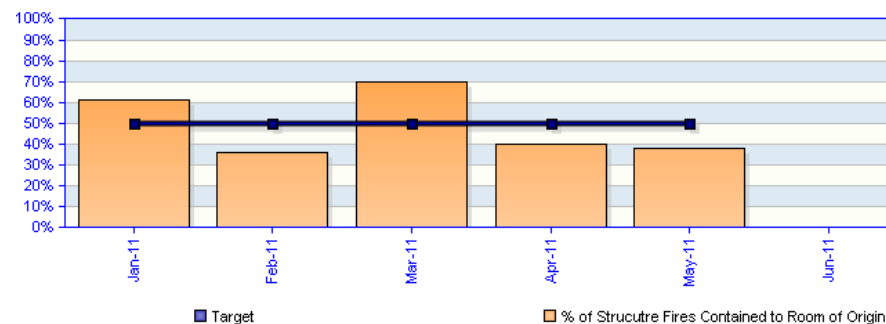
Improvement Plan

In Fiscal Years 11-12 and 12-13, the city should strive to increase performance by 2.5% each year to achieve target.

Data Source & Related Links

Durham Fire Department.

Percent of Structure Fires Contained to Room of Origin



Measure Data

Period	Status	% of Structure Fires Contained to Room of Origin	Target
Jul-10	Undefined	45%	50%
Aug-10	Undefined	42%	50%
Sep-10	Undefined	33%	50%
Oct-10	Undefined	45%	50%
Nov-10	Undefined	46%	50%
Dec-10	Undefined	40%	50%
Jan-11	Undefined	61%	50%
Feb-11	Undefined	36%	50%
Mar-11	Undefined	70%	50%
Apr-11	Undefined	40%	50%

May-11	Undefined	38%	50%
Jun-11	Below Target	0%	

Objectives

▶ Percent of Emergency Response Times within Set Standards

Target

Response time below 6.5 minutes for Priority 1 calls for service, with greater than 52 percent being answered in under 5 minutes.

Analysis

Both response time measures were better than the adopted performance indicators of 6.5 minutes and 52 percent of calls, respectively.

Data Source & Related Links

Police CAD (Computer Aided Dispatch) database.

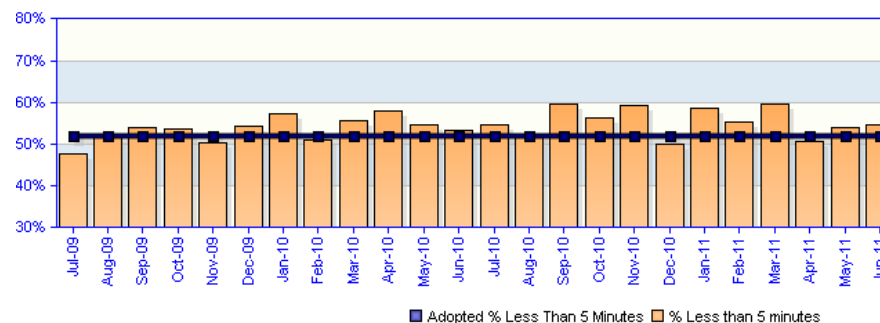
Improvement Plan

Maintain a response time below 6.5 minutes for Priority 1 calls for service, with greater than 52 percent being answered in less than 5 minutes.

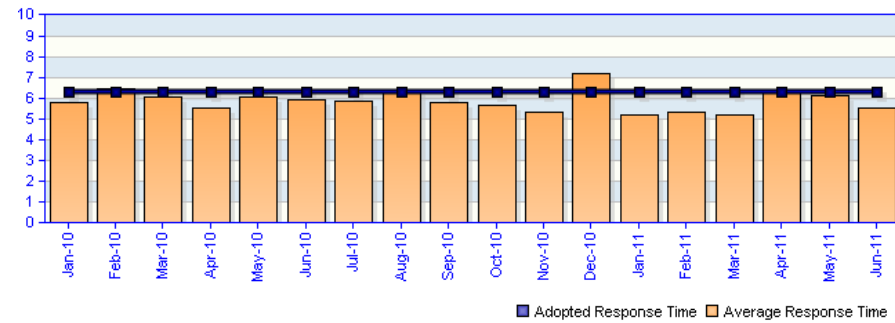
Initiatives

- Target Specific Public Safety Problem Areas Through Inter-Agency Collaboration to Achieve Positive Outcomes (Gang Reduction Plan)
- Improve Officer Safety and Response Time to Priority 1 Calls, by Using Automatic Vehicle Locator (AVL) in Marked Patrol Cars
- Create Centralized Repository for Digital Evidence

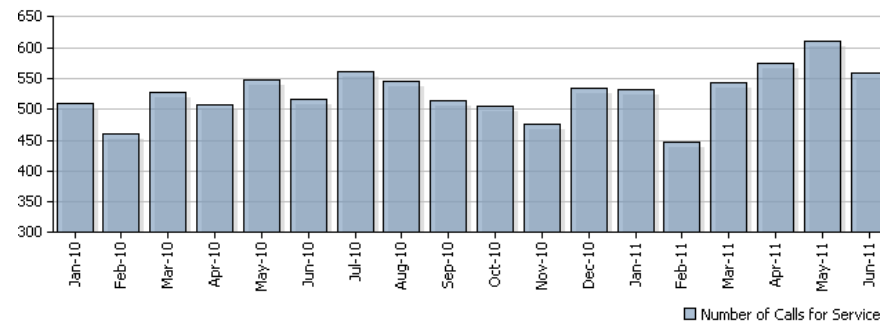
Percent of Priority 1 Calls Meeting Response/Time Standards



Average Response Time in Minutes



Number of Calls



Measure Data

Period	Status	Number of Calls for Service	Average Response Time	Adopted Response Time	% Less than 5 minutes	Adopted % Less Than 5 Minutes
Jan-09	— Undefined	564	5.33	6.30	59.57%	52%
Feb-09	— Undefined	513	6.22	6.30	56.34%	52%
Mar-09	— Undefined	586	5.55	6.30	55.80%	52%
Apr-09	— Undefined	605	6.30	6.30	51.57%	52%
May-09	— Undefined	614	6.32	6.30	55.54%	52%
Jun-09	— Undefined	568	5.93	6.30	53.87%	52%
Jul-09	— Undefined	637	6.67	6.30	47.57%	52%
Aug-09	— Undefined	624	6.13	6.30	51.60%	52%
Sep-09	— Undefined	585	6.07	6.30	53.85%	52%
Oct-09	— Undefined	517	6.02	6.30	53.77%	52%
Nov-09	— Undefined	559	6.22	6.30	50.45%	52%

Dec-09	Undefined	503	6.22	6.30	54.27%	52%
Jan-10	Undefined	510	5.80	6.30	57.25%	52%
Feb-10	Undefined	460	6.48	6.30	51.09%	52%
Mar-10	Undefined	527	6.08	6.30	55.60%	52%
Apr-10	Undefined	508	5.52	6.30	57.87%	52%
May-10	Undefined	549	6.07	6.30	54.83%	52%
Jun-10	Undefined	517	5.92	6.30	53.38%	52%
Jul-10	Undefined	561	5.88	6.30	54.55%	52%
Aug-10	Undefined	546	6.37	6.30	52.38%	52%
Sep-10	Undefined	514	5.77	6.30	59.53%	52%
Oct-10	Undefined	505	5.63	6.30	56.24%	52%
Nov-10	Undefined	477	5.30	6.30	59.33%	52%
Dec-10	Undefined	535	7.20	6.30	50.09%	52%
Jan-11	Undefined	533	5.23	6.30	58.54%	52%
Feb-11	Undefined	447	5.32	6.30	55.26%	52%
Mar-11	Undefined	544	5.18	6.30	59.56%	52%
Apr-11	Undefined	575	6.23	6.30	50.78%	52%
May-11	Undefined	611	6.12	6.30	54.01%	52%
Jun-11	At or Above Target	560	5.50	6.30	54.64%	52%
Jul-11	Undefined	590	5.88	6	56.27%	52%
Aug-11	Undefined	635	5.50	6	57.64%	52%
Sep-11	Undefined					0%
Oct-11	Undefined					0%
Nov-11	Undefined					0%
Dec-11	Undefined					0%
Jan-12	Undefined					0%
Feb-12	Undefined					0%
Mar-12	Undefined					0%
Apr-12	Undefined					0%
May-12	Undefined					0%
Jun-12	Undefined					0%

Objectives



Reduce Occurrence and Severity of Crime, Fire, and Hazards



Vacancy Rate of Specific Funded Positions.

Target

For each agency, there is a vacancy rate at which daily operations are negatively affected. Each agency strives to keep the rate below this level.

Analysis

Emergency Communications: The National Emergency Number Association (NENA) reports that the national turnover rate for Emergency Communication personnel is 20% annually. The Durham Emergency Communications Center has been under 10% for the last three years.

Police: The Police Department currently has four sworn officer vacancies (.78%) which is well below the target of 2%.

Fire: The current number of vacancies is somewhat excessive and has begun to negatively affect operational readiness. Currently, 'quick' EMS units are being removed from service to facilitate fire apparatus/responder availability. This impacts the total response time for EMS/Rescue responses as well as for the Full Effective Force for fire responses.

Improvement Plan

The departments will continue to review the hiring and selection process, the documentation process used during the training/probationary period, the competitiveness of offered compensation, the overall quality of the work environment, and the performance management system in order to attract and retain quality employees.

Initiatives

- Enhance the City's Public Safety Image Through Effective Communication that Informs Citizens

Data Source & Related Links

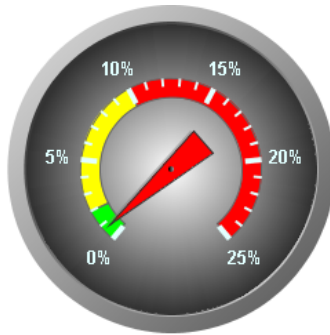
Durham [911 Emergency Communications](#).

Durham [Fire Department](#).

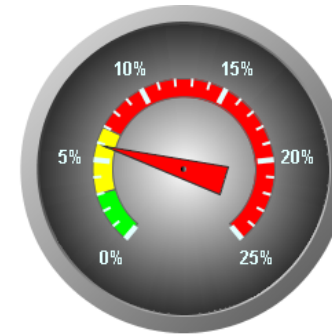
Emergency Communications (911) Vacancy Rate



Police Department Vacancy Rate



Fire Department Vacancy Rate



Measure Data

Period	Status	Emergency Comm	Emergency Comm Target	Fire Dept	Fire Dept Target	Police Dept	Police Dept Target
FY 2011	At or Above Target	9%	15%	5.90%	7%	0.78%	2%

Objectives

- ▶ Percent of Emergency Response Times within Set Standards
- ▶ Increase Visibility and Accessibility of Emergency Response

Number of Boarded up Houses in Low and Moderate Income Neighborhoods

Target

The target is a 50% reduction in the number of boarded houses in three years starting March, 2011.

Analysis

Code enforcement processes can be lengthy because we have to operate under "due process."

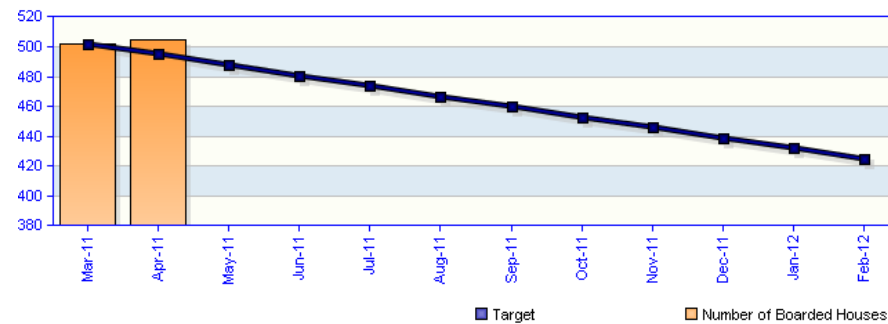
Data Source & Related Links

Department of Neighborhood Improvement Services <http://www.durhamnc.gov/departments/nis/>

Improvement Plan

Develop and maintain an inventory of all boarded vacant properties. All boarded vacant properties will be inspected and property owners given a six month period to improve the property. Residents will be encouraged to report boarded vacant properties to Durham One Call at 560-1200.

Number of Boarded Up Houses in Low and Moderate Income Neighborhoods



Measure Data

Period	Status	Number of Boarded Houses	Target
Mar-11	At or Above Target	502	502
Apr-11	Slightly Below Target	505	495
May-11	Slightly Below Target		488
Jun-11	Slightly Below Target		481
Jul-11	Undefined		474
Aug-11	Undefined		467
Sep-11	Undefined		460
Oct-11	Undefined		453
Nov-11	Undefined		446
Dec-11	Undefined		439
Jan-12	Undefined		432

Objectives

▶ Increase Voluntary Code Compliance

Target

Overall, the five year plan is 80 new homeownership units over the period.

Analysis

The homeownership rate in Durham has fallen a bit since the burst of the housing bubble and will likely fall a bit more as households choose to rent or cannot afford the higher down payment requirements. As with national trends, foreclosures have significantly increased since 2006.

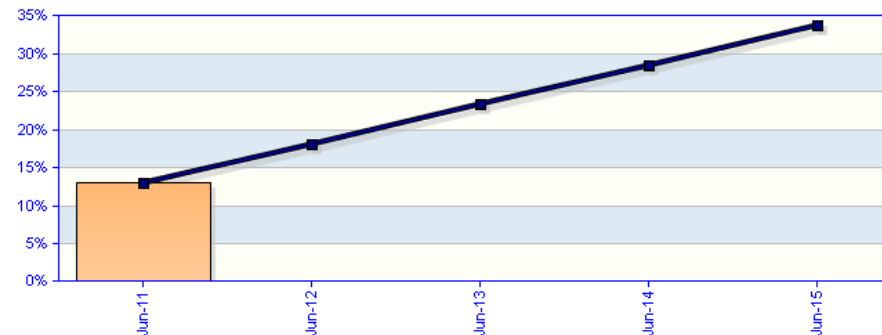
Improvement Plan

Strategically, we look at homeownership rates on a neighborhood basis when revitalization is the objective. In Southside for example, the current homeownership rate is only about 13% and our objective is to add at least 45 new homeowners within the next two or three years. Overall, the five year plan is 80 new homeownership units over the period.






Data Source & Related Links

Department of Community Development <http://www.durhamnc.gov/departments/comdev/>

Percent of Owner Occupied Property - Southside



Measure Data

Period	Status	Actual	Target
Jun-11	 Slightly Below Target	13%	13%
Jun-12	 Undefined		18.20%
Jun-13	 Undefined		23.40%
Jun-14	 Undefined		28.60%
Jun-15	 Undefined		33.80%

Objectives

 Revitalize Neighborhoods and Encourage Neighborhood Pride

Target

Short term target: maintain "no litter" at 23% status quo; Intermediate term: "no litter" at 50%; Long term: "no litter" at 100%.

Analysis

Despite efforts to better coordinate litter abatement services, the current litter index shows an increase in littered and extremely littered streets.

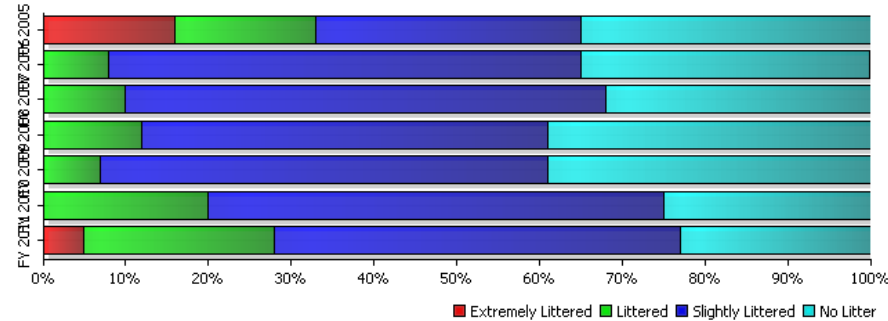
Improvement Plan

There is a need for the City, County, and North Carolina Department of Transportation (NCDOT) to increase education and outreach efforts.








Data Source & Related Links

Keep Durham Beautiful <http://www.KeepDurhamBeautiful.org/>

Cleanliness Index



Measure Data

Period	Status	No Litter	Slightly Littered	Littered	Extremely Littered
FY 2005	 Slightly Below Target	35%	32%	17%	16%
FY 2006	 At or Above Target	35%	57%	8%	0%
FY 2007	 Slightly Below Target	32%	58%	10%	0%
FY 2008	 Slightly Below Target	39%	49%	12%	0%
FY 2009	 At or Above Target	39%	54%	7%	0%
FY 2010	 Below Target	25%	55%	20%	0%
FY 2011	 Below Target	23%	49%	23%	5%

Objectives

 Revitalize Neighborhoods and Encourage Neighborhood Pride

Target

Target not defined.

Analysis

The Raleigh-Durham-Chapel Hill region was recently recognize as the most "gas guzzling" region in the country, based on vehicle miles traveled and the number of vehicles per household in regions with more than a million residents.

Data Source & Related Links

Department of Transportation: <http://www.durhamnc.gov/departments/transportation/>

Durham Area Transit Authority (DATA): http://data.durhamnc.gov/Index_DATA.cfm

Triangle Transit Authority (TTA): <http://www.triangletransit.org/>

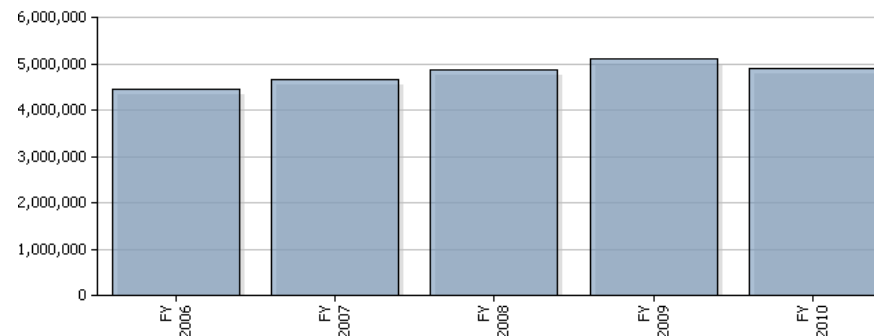
Improvement Plan

Residents of Durham are spending a disproportionate amount of their income on transportation; if transportation choices are improved, residents can reduce their transportation costs. Moreover, public transportation options expand employment and post-secondary or vocational educational opportunities for Durham's most vulnerable populations.

Initiatives

- Develop a Regional Plan for Transit, Including but Not Limited to Integration of Light Rail, Commuter Rail, High Speed Rail, and Bus
- Evaluate Effectiveness of "Fare Free" Transit (Bull City Connector)
- ◆ Increase the Efficiency of Durham Transit and Triangle Transit through Centralized Management, Planning, and Marketing

Public Transportation (DATA) Ridership



Measure Data

Period	Status	Actual
FY 2006	● Target Pending	4,449,972
FY 2007	● Target Pending	4,684,536
FY 2008	● Target Pending	4,872,936
FY 2009	● Target Pending	5,130,756
FY 2010	● Target Pending	4,908,185

Objectives

-  Increase Transportation Choices and Local and Regional Connectivity

Target

The target is 255 homes retrofitted within the first 12 months.

Analysis

We eventually need to start measuring energy use in homes in targeted neighborhoods; as of now, we are tracking the number of homes that have been retrofitted.

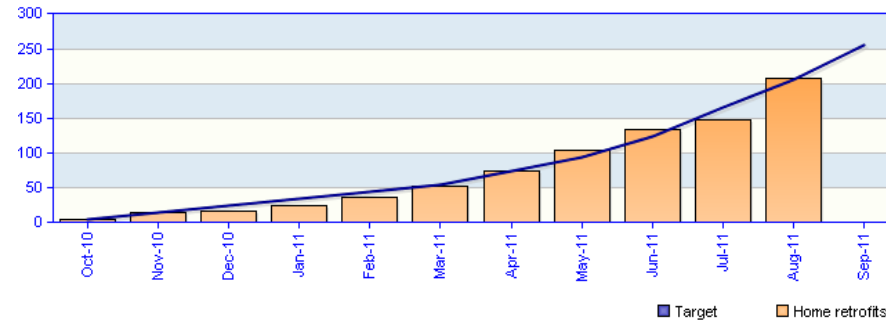
Improvement Plan

Increase education efforts about energy conservation and efficiency, and develop incentives for households to reduce energy use.

Data Source & Related Links

Durham City-County Sustainability Office.

Home Retrofits - Neighborhood Energy Retrofit Program



Measure Data				
	Period	Status	Home retrofits	Target
	Oct-10	◆ At or Above Target	5	5
	Nov-10	◆ At or Above Target	15	15
	Dec-10	▶ Slightly Below Target	17	25
	Jan-11	▶ Slightly Below Target	25	35
	Feb-11	▶ Slightly Below Target	36	45
	Mar-11	▶ Slightly Below Target	53	55
	Apr-11	◆ At or Above Target	75	75
	May-11	◆ At or Above Target	104	95
	Jun-11	◆ At or Above Target	135	125
	Jul-11	▶ Slightly Below Target	149	165
	Aug-11	— Undefined	207	205
	Sep-11	— Undefined		255

Objectives	
▶	Increase Sustainability Through the Wise Use of Limited Resources



Decrease in Greenhouse Gas Emissions Pounds Per Capita

Target

A reduction in community emissions by 30 percent by 2030 from 2005 levels.

Analysis

Energy production creates greenhouse gas emissions.

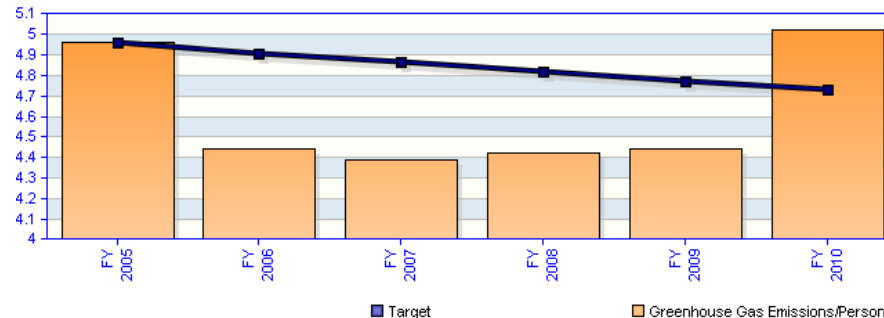
Improvement Plan

Increase education efforts about energy conservation and efficiency and develop incentives for households and businesses to reduce energy use.

Data Source & Related Links

Durham City-County Sustainability Office
<http://www.ci.durham.nc.us/departments/manager/sustainability/Index.cfm>

CO2 Tons Per Capita - Greenhouse Gas Emissions



Measure Data

Period	Status	Target	Greenhouse Gas Emissions/Person
FY 2005	At or Above Target	4.96	4.96
FY 2006	At or Above Target	4.91	4.44
FY 2007	At or Above Target	4.87	4.39
FY 2008	At or Above Target	4.82	4.42
FY 2009	At or Above Target	4.77	4.44
FY 2010	Below Target	4.73	5.02
FY 2011	Below Target		

Objectives

► Increase Sustainability Through the Wise Use of Limited Resources



Percent of Solid Waste Diverted to Recycling


[Home](#)

[Scorecard](#)

[Initiatives](#)

Target

The target for residential recycling diversion is 26% of solid waste to be diverted to recycling.

Analysis

A decrease in the production of waste per capita is essential due to limited landfill options that are available.

Improvement Plan

We currently have a waste diversion rate of 22.43%; with proper education we can increase that number thereby prolonging the life span of our landfills.

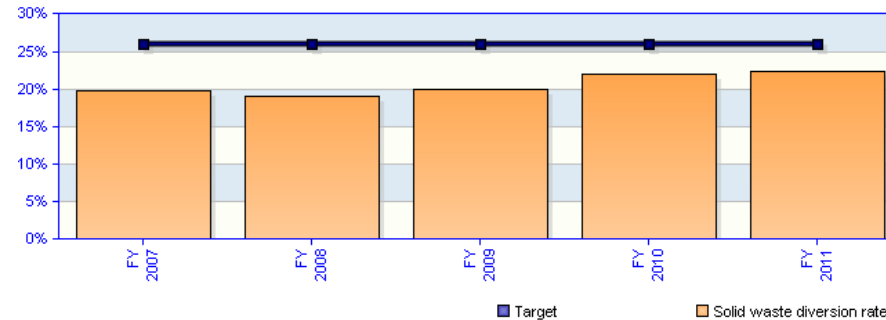
Data Source & Related Links

Durham Solid Waste Management Department: <http://www.durhamnc.gov/departments/solid/>

Attachments

Map that displays solid waste diversion rate by census tract

Percent of Solid Waste Diverted to Recycling



Measure Data

Period	Status	Solid waste diversion rate	Target
FY 2007	▶ Slightly Below Target	19.80%	26%
FY 2008	▶ Slightly Below Target	19.08%	26%
FY 2009	▶ Slightly Below Target	19.96%	26%
FY 2010	▶ Slightly Below Target	22%	26%
FY 2011	▶ Slightly Below Target	22.43%	26%

Objectives

▶ Increase Sustainability Through the Wise Use of Limited Resources

Target

A heavy debt burden may be evidenced by a ratio of General Fund Debt Service to General Fund Expenditures exceeding 15%.

Analysis

It is important for the City to maintain reasonable levels of debt when compared to its peers. The debt must remain moderate so as not to put at risk the City's future economic growth. According to the NC Local Government Commission governmental units should have a reasonable debt burden. A heavy debt burden may be evidenced by a ratio of General Fund Debt Service to General Fund Expenditures exceeding 15%, or Debt per Capita or Debt to Appraised Property Value exceeding that of similar units.

Improvement Plan

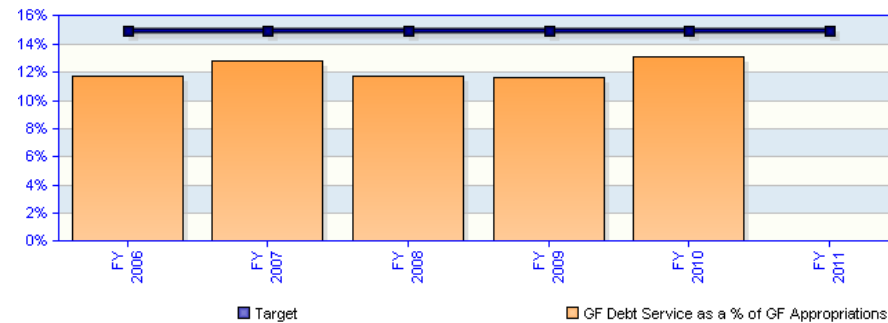
No improvement plan is required because the City has achieved its desired target.

Data Source & Related Links

The debt ratio is officially calculated annually by the City's Finance Department using financial statements that are audited by independent auditors. In accordance with North Carolina State Statute 159-34 the City of Durham is required to have its accounts audited by a certified public accountant or by an accountant certified by the North Carolina State Department of the Treasurer's Local Government Commission. The audit combined with the audit of the financial statements produces the Comprehensive Annual Financial Report (CAFR).




<http://www.durhamnc.gov/departments/finance/cafr.cfm>

Debt Ratio



Measure Data

Period	Status	GF Debt Service as a % of GF Appropriations	Target
FY 2006	At or Above Target	11.71%	15%
FY 2007	At or Above Target	12.84%	15%
FY 2008	At or Above Target	11.77%	15%

FY 2009	 At or Above Target	11.62%	15%
FY 2010	 At or Above Target	13.08%	15%
FY 2011	 At or Above Target	0%	15%

Main Measure

 Debt Ratio

Target

The City of Durham's policy is to maintain unreserved fund balance in the general fund of no less than 12%.

Analysis

There is no single number in governmental accounting and financial reporting that attracts more interest than fund balance. Maintenance of an adequate fund balance is important because it provides a financial "safety net" in the event of emergencies, economic downturns or other unforeseen circumstances. Fund balance maintenance is also a major factor considered by bond rating agencies when evaluating the City's credit worthiness.

Improvement Plan

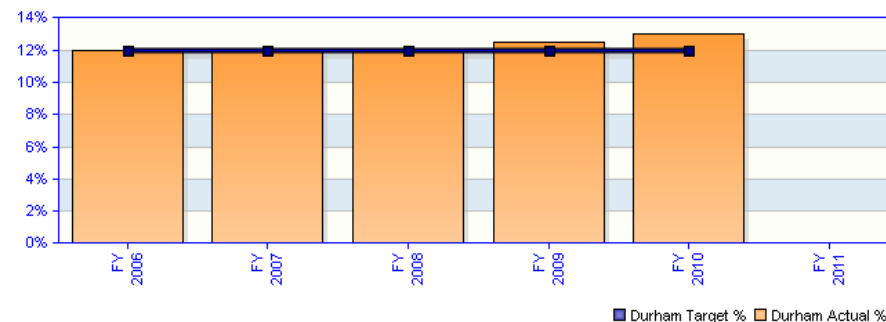
No improvement plan is required because the City has achieved its desired target.

Data Source & Related Links

The fund balance level is officially calculated annually by the City's Finance Department based upon financial statements that are audited by independent auditors. In accordance with North Carolina State Statute 159-34 the City of Durham is required to have its accounts audited by a certified public accountant or by an accountant certified by the North Carolina State Department of the Treasurer's Local Government Commission. The audit combined with the audit of the financial statements produces the Comprehensive Annual Financial Report (CAFR).



<http://www.durhamnc.gov/departments/finance/cafr.cfm>

Percent of Budget Maintained as Fund Balance



Measure Data

Period	Status	Durham Actual %	Durham Target %
FY 2006	◆ At or Above Target	12%	12%
FY 2007	◆ At or Above Target	12%	12%
FY 2008	◆ At or Above Target	12%	12%
FY 2009	◆ At or Above Target	12.50%	12%

FY 2010	 At or Above Target	13%	12%
FY 2011	 Undefined		

Main Measure

 Bond Rating

Target

The national averages, based on benchmarking with similar cities, the City as a "excellent" or "good" place to live is 78% and to work is 68%.

Analysis

The last survey was conducted in 2009 by ETC Institute. Based on the results 75% of residents surveyed who had an opinion rated the City as an "excellent" or "good" place to work and 78% rated it as an "excellent" or "good" place live.

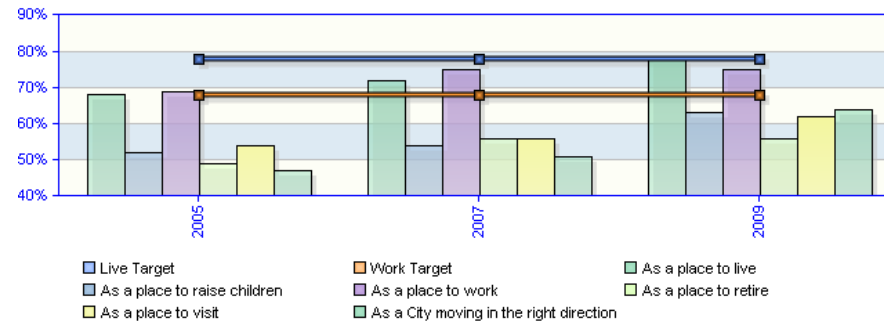
Improvement Plan

The City of Durham commissions a survey of citizens every other year. The survey poses the same question about citizens' perception of the City of Durham as a place to live, and included in the survey results are ratings of the City of Durham as a place to live. These ratings should be used to determine citizens' views of the current conditions in the Durham community. The results can be graphed to depict the statistical mean score




Data Source & Related Links

City of Durham - Budget and Management Services Department
(http://www.durhamnc.gov/departments/bms/survey_Index.cfm)

Customer Satisfaction Rating



Measure Data

Period	Status	As a place to live	As a place to raise children	As a place to work	As a place to retire	As a place to visit	As a City moving in the right direction	Work Target	Live Target
2005	 Slightly Below Target	68%	52%	69%	49%	54%	47%	68%	78%
2007	 Slightly Below Target	72%	54%	75%	56%	56%	51%	68%	78%
2009	 At or Above Target	78%	63%	75%	56%	62%	64%	68%	78%

Main Measure

-  Resident Perception of Overall Quality of Neighborhoods
-  Customer Satisfaction Rating

Target

The Target has been established by pulling the baseline average from the Sample Cities.

Analysis

Durham's per capita tax burden is slightly below the average for nearby and comparable cities in North Carolina.

Improvement Plan

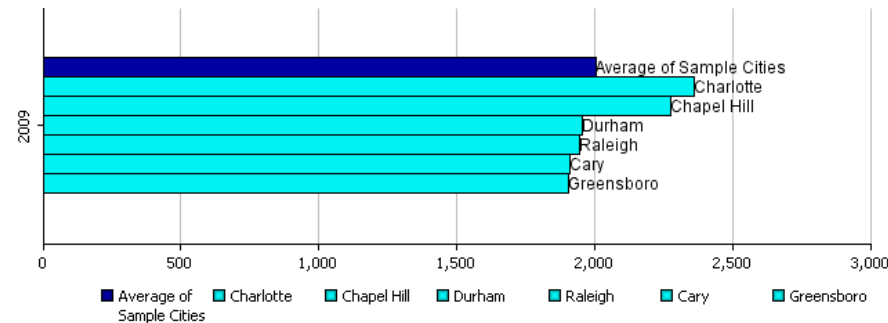
Focus the City's expenditures on the priorities identified within the strategic plan and reduce expenditures in other areas to reduce the tax burden whenever practical.

Data Source & Related Links

"By the Numbers: What Government Costs in North Carolina Cities and Counties, FY 2009".
Compiled by Michael Lowrey of the John Locke Foundation.

<http://www.johnlocke.org/research/show/policy%20reports/225>

Per Capita Tax Burden



Measure Data

Period	Status	Average of Sample Cities	Charlotte	Chapel Hill	Durham	Raleigh	Cary	Greensboro	Winston Salem
2009	At or Above Target	\$2,006.53	\$2,360.94	\$2,275.66	\$1,954.04	\$1,943.53	\$1,911.45	\$1,907.42	\$1,692.70

Main Measure

Per Capita Tax Burden

Target

Includes voluntary (resignations, retirements) and involuntary(discharges) for full and part time employees

Analysis

Turnover overall has decreased during the past three years, although the number of retirements has increased. The economy has an impact on turnover also and we expect that turnover will decline due to unemployment rate and job growth.

Improvement Plan

Measures that impact turnover such as employee wellness, compensation, and training continue to be provided as the budget permits.

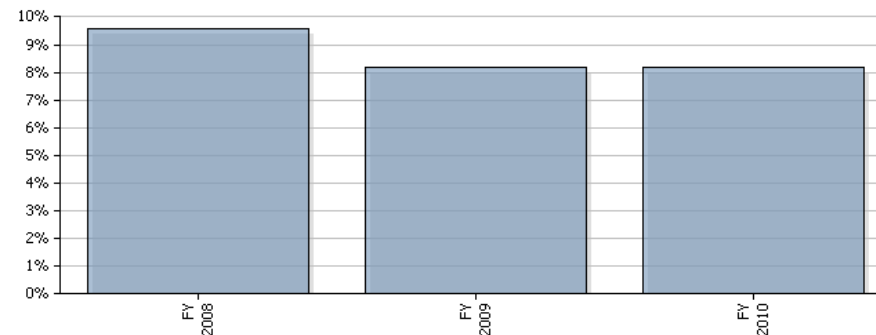
Data Source & Related Links

Durham Human Resources Department.

Initiatives

- Develop and deploy a comprehensive employee wellness program
- Manage talent and ensure continuity of leadership through the City's HR policies and practices
- Ensure Sustainability of the Culture of Service Initiative

Employee Turnover Rate



Measure Data

Period	Status	Turnover Rate
FY 2008	Undefined	9.60%
FY 2009	Undefined	8.20%
FY 2010	Target Pending	8.20%

Objectives

- Establish an Exceptional, Diverse, and Engaged Workforce

Number of Employee Grievances, Complaints, and Number Resolved

Target

Grievances filed are those that are completed via grievance hearing

Analysis

Grievance and discipline processing has been changed. An additional effort to use mediation was made during the time when grievances decreased. Additional training has occurred since that time so a short term increase in grievance filing is expected.

Data Source & Related Links

Durham Human Resources Department.

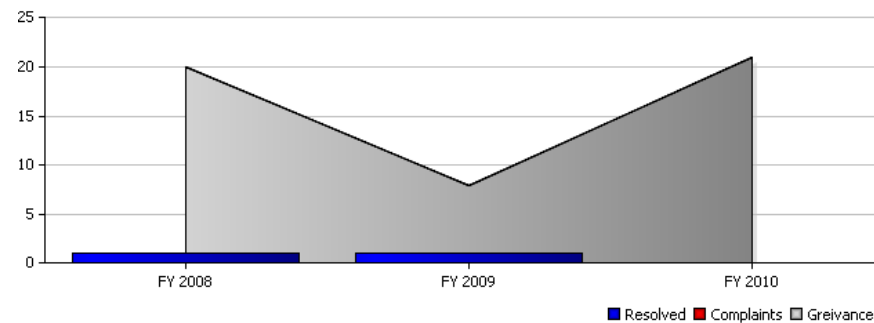
Improvement Plan

New Grievance an discipline process began Nov 2010. Using mediation and ensuring that department directors review grievance issues prior to the determination of grievance hearing status was instituted. More resolution grievances at or below the departmental level is the desired outcome.

Initiatives

- Develop and deploy a comprehensive employee wellness program
- Manage talent and ensure continuity of leadership through the City's HR policies and practices
- Ensure Sustainability of the Culture of Service Initiative

Number of Employee Grievances, Complaints and Number Resolved



Measure Data

Period	Status	Grievances	Resolved	Complaints
FY 2008	Undefined	20	1	
FY 2009	Undefined	8	1	
FY 2010	Target Pending	21	0	

Objectives

- Establish an Exceptional, Diverse, and Engaged Workforce

Target

Our target goal is to repair potholes within three (3) days of being reported.

Analysis

In the period between 2006 and 2009, the Street Maintenance Division repaired potholes within 12 days of being reported. Since 2010, the Street Maintenance Division has been repairing potholes within 5.1 days of being reported .

Data Source & Related Links

The number of pothole repair service requests is maintained by the City of Durham Public Works Street Maintenance Division (http://www.durhamnc.gov/departments/works/street_maint.cfm).

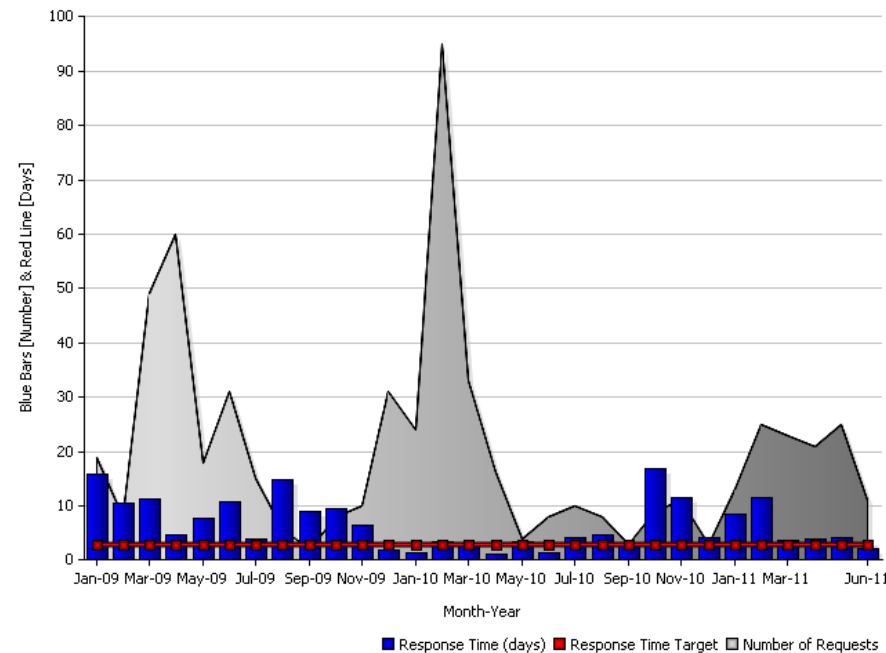
Improvement Plan


















In order to improve repair response time, the City is focusing on repairing the worst streets outright with the 2010 Repaving Bond funds. We hope to reduce the number and severity of the pot holes which will allow the Street Maintenance Department to respond quicker to requests. By reducing the severity of the repairs, more pot holes can be patched up during the day, and will directly improve the response time.


Initiatives

- Enhance Infrastructure Development Standards
- Create Rating Systems for Evaluation of Infrastructure Where They Do Not Already Exist
- Recommend Priorities of Prospective Entryway Areas Citywide and Present to City Council for Approval (a Partnership with the Durham City-County Appearance Commission)
- Identify Resources to Design the Central Durham Gateway Plan

Pothole Requests & Average Monthly Response Time



Measure Data				
Period	Status	Number of Requests	Response Time (days)	Response Time Target
Jan-09	 Below Target	19	15.76	3
Feb-09	 Below Target	8	10.41	3
Mar-09	 Below Target	49	11.40	3
Apr-09	 Below Target	60	4.62	3
May-09	 Below Target	18	7.74	3
Jun-09	 Below Target	31	10.75	3
Jul-09	 Slightly Below Target	15	3.97	3
Aug-09	 Below Target	6	14.96	3
Sep-09	 Below Target	2	9.02	3
Oct-09	 Below Target	8	9.56	3
Nov-09	 Below Target	10	6.41	3
Dec-09	 At or Above Target	31	1.89	3
Jan-10	 At or Above Target	24	1.42	3
Feb-10	 Slightly Below Target	95	3.42	3
Mar-10	 Slightly Below Target	33	3.24	3
Apr-10	 At or Above Target	16	1.09	3
May-10	 Slightly Below Target	4	3.52	3
Jun-10	 At or Above Target	8	1.43	3
Jul-10	 Slightly Below Target	10	4.15	3
Aug-10	 Slightly Below Target	8	4.77	3
Sep-10	 At or Above Target	3	2.81	3
Oct-10	 Below Target	9	16.79	3
Nov-10	 Below Target	11	11.56	3
Dec-10	 Slightly Below Target	3	4.22	3
Jan-11	 Below Target	13	8.50	3
Feb-11	 Below Target	25	11.58	3
Mar-11	 Slightly Below Target	23	3.60	3
Apr-11	 Slightly Below Target	21	3.94	3
May-11	 Slightly Below Target	25	4.18	3
Jun-11	 At or Above Target	11	2.22	3

Objectives
 City-Maintained Streets in a Good or Better Condition

Target

The 2010 Street Repaving project will repave 150 street miles in Durham within two years. A street mile includes all traffic lanes in the roadway.

Analysis

The 2010 Bond Repaving projects that started in April of 2011 have completed 39 street miles to date. The ST-234 contract has repaved an additional 45 street miles to date.

Improvement Plan

After 3 months of repaving, the individual repaving contracts are performing very well. One area that we can improve on is repaving streets immediately after they have been milled. Milling is the removal of the old asphalt off the road. Residents typically can drive on roads once they've been milled, but it's certainly an inconvenience if the road isn't repaved quickly.

Data Source & Related Links

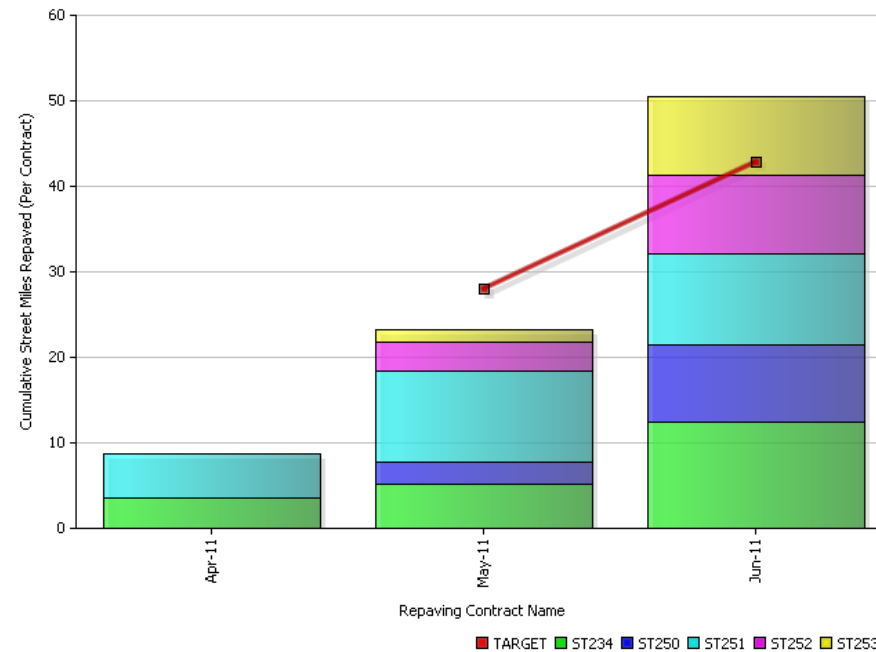
The 2010 Bond Repaving data is maintained by the City of Durham Public Works Department (<http://www.durhamnc.gov/departments/works/>).




For a complete list and interactive map of the streets scheduled to be repaved, visit the 2010 Durham Bond Repaving Projects website at (www.DurhamOperationGreenlight.org).


Initiatives

- Enhance Infrastructure Development Standards
- Create Rating Systems for Evaluation of Infrastructure Where They Do Not Already Exist
- Recommend Priorities of Prospective Entryway Areas Citywide and Present to City Council for Approval (a Partnership with the Durham City-County Appearance Commission)
- Identify Resources to Design the Central Durham Gateway Plan

2010 Bond Repaving Progress



Measure Data							
Period	Status	ST234	ST250	ST251	ST252	ST253	TARGET
Apr-11	 Slightly Below Target	3.68	0	5.15	0	0	
May-11	 Slightly Below Target	5.24	2.61	10.67	3.28	1.51	28.20
Jun-11	 At or Above Target	12.55	8.97	10.67	9.26	9.06	43

Objectives							
 City-Maintained Streets in a Good or Better Condition							



Number of Homeless Persons from Point in Time Count


[Home](#)

[Scorecard](#)

[Initiatives](#)

Target

No local individual or organization has set specific targets for reductions in homelessness in Durham as yet.

Analysis

Analysis under review.

Data Source & Related Links

Department of Community Development <http://www.durhamnc.gov/departments/comdev/>

Improvement Plan

Durham is reorganizing its plan to reduce and end homelessness.

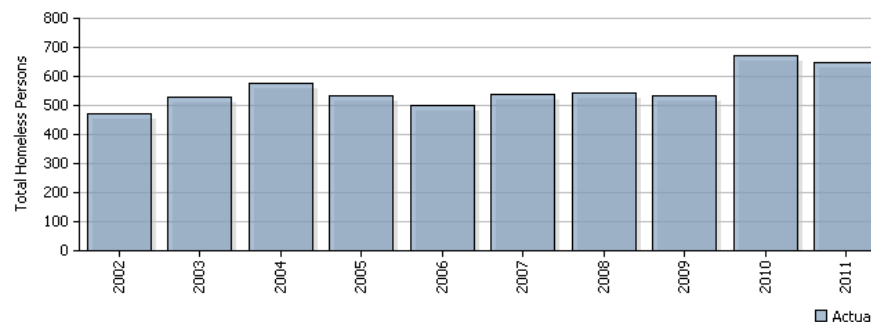
Initiatives

- Develop a long-term plan to reduce homelessness
- Coordinate Existing Neighborhood Development Plans
- Establish a Partnership Targeted at Revitalizing Deteriorating Communities in Close Proximity to Employment Centers, Universities, and Medical Facilities
- Improve and Preserve Housing for All Durham Residents

Attachments

Housing Market and Needs Analysis

Number of Homeless Persons from Point in Time Count



Measure Data

Period	Status	Actual
2002	Slightly Below Target	473
2003	Below Target	529
2004	Below Target	578
2005	At or Above Target	535

2006	 At or Above Target	502
2007	 Below Target	539
2008	 Below Target	545
2009	 At or Above Target	535
2010	 Below Target	675
2011	 Slightly Below Target	652

Objectives

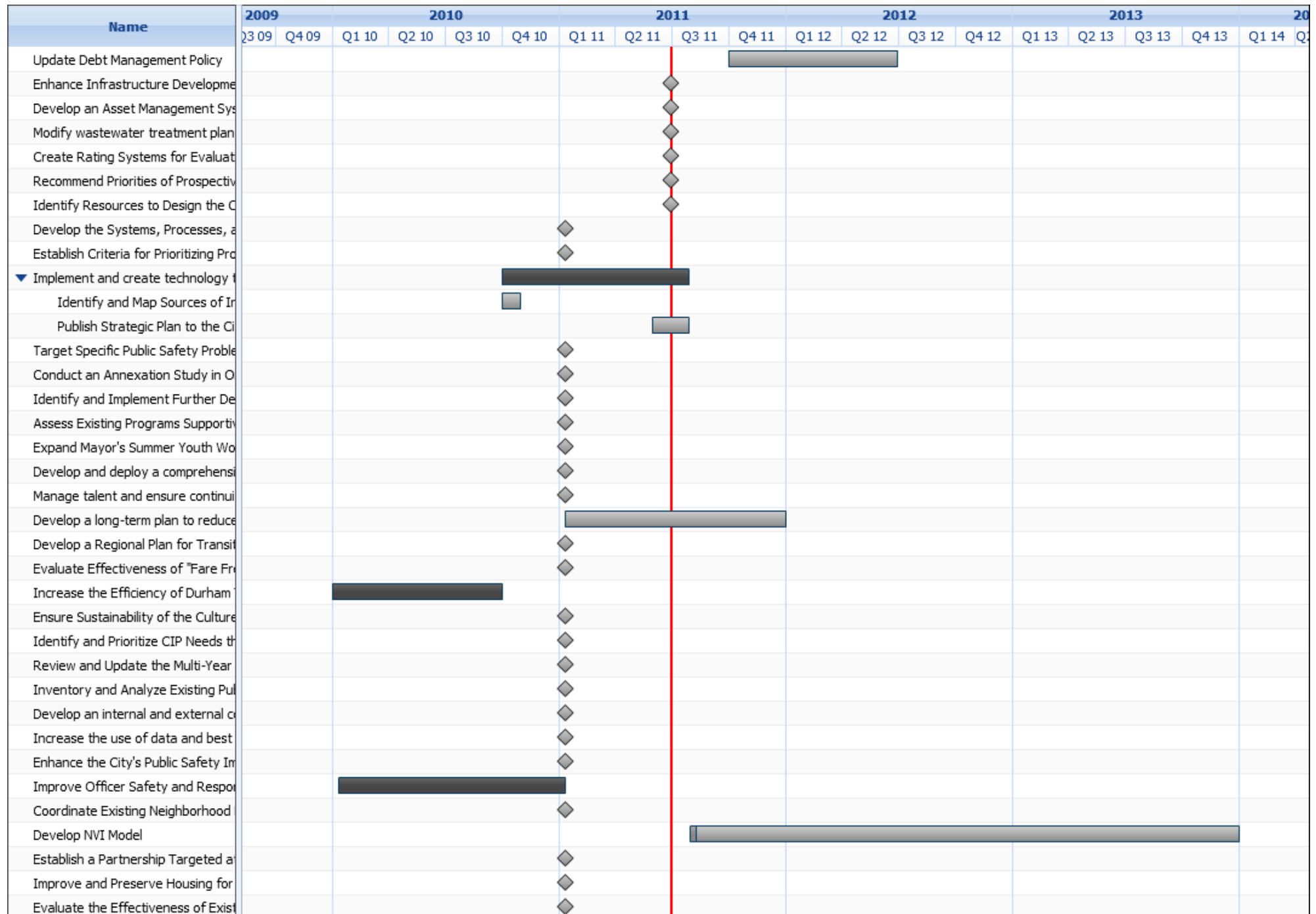
 Increase Access to Affordable, Safe, and Healthy Housing

Gantt Chart

Home

Scorecard

Initiatives



Initiatives (Continued)

Name	2009		2010				2011				2012				2013				2014	
	Q3 09	Q4 09	Q1 10	Q2 10	Q3 10	Q4 10	Q1 11	Q2 11	Q3 11	Q4 11	Q1 12	Q2 12	Q3 12	Q4 12	Q1 13	Q2 13	Q3 13	Q4 13	Q1 14	Q2 14
Identify Specific Target Industries							◆													
Create Centralized Repository for I							◆													
Reduce Radio Traffic on Primary Di							◆													

Percent Complete

100%

Analysis

The ClearPoint Support team conducted its first Data Loading Work Session. Those involved were successful in loading spreadsheets to the application and linking measures to the spreadsheet data. The team now has more confidence in its ability and is passing this confidence to the Goal Teams.

With the assistance of Public Affairs and the Citizen's Oversight Committee, templates for the fields presented and layouts within the objectives, measures, and initiatives were established and implemented. The entire plan is now easier to read and navigate.

The Existing Features of the ClearPoint application for tracking performance are meeting all expectations

Improvement Plan

Continue to align the Department Plans with the Strategic Plan. Integrate the Strategic Plan interface with the new Durham Internet SharePoint website.












Start Date

10/1/10

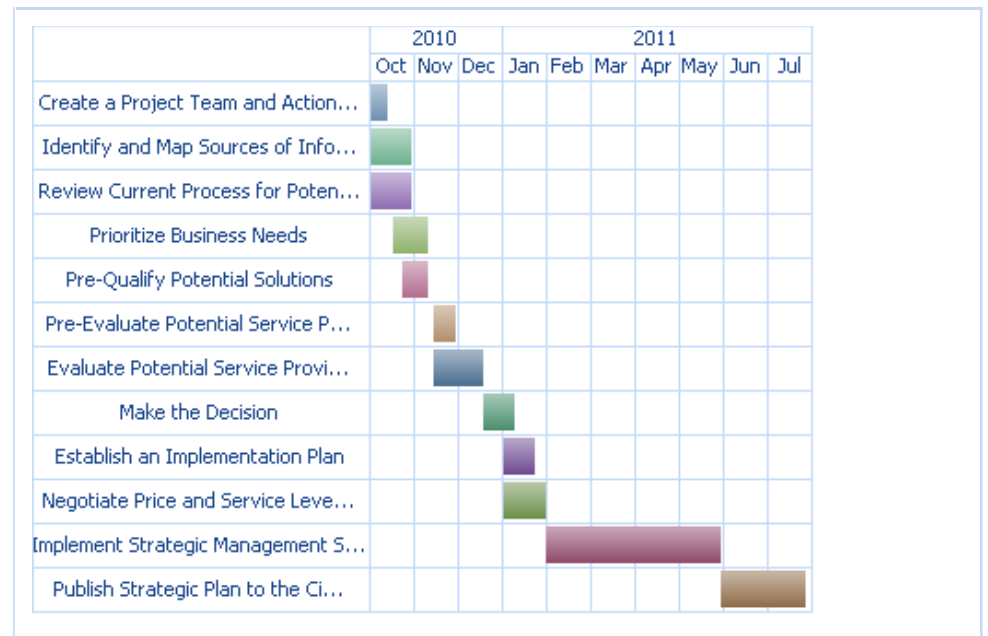
End Date

7/29/11

Milestones

-  Create a Project Team and Action Plan
-  Identify and Map Sources of Information and Records
-  Review Current Process for Potential Improvement
-  Prioritize Business Needs
-  Pre-Qualify Potential Solutions
-  Pre-Evaluate Potential Service Providers
-  Evaluate Potential Service Providers
-  Make the Decision
-  Establish an Implementation Plan
-  Negotiate Price and Service Level Agreements
-  Implement Strategic Management Software
-  Publish Strategic Plan to the Citizens

Milestones Gantt Chart



Objectives

Align Resources with City Priorities



Improve Officer Safety and Response Time to Priority 1 Calls, by Using Automatic Vehicle Locator (AVL) in Marked Patrol Cars

 Home

 Scorecard

 Initiatives

Percent Complete

100%

Start Date

1/11/10

Analysis

Installed in all marked patrol cars.

End Date

1/11/11

Improvement Plan

Initiative complete.

Objectives



Reduce Occurrence and Severity of Crime, Fire, and Hazards